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Vol. XII No.1 Toronto, January, 1922

Footwear in Canada

Dalaco
CANADA

Style Leaders

Daoust, Lalonde & Co., Limited

Montreal, Que.

PANCO

A new product entirely different from anything else now on the market. Note its features: Guaranteed to outlast leather two-to-one, absolutely waterproof, non-conductor, relieves calloused feet. Worn by everybody—men, women, children, for every-day wear, also for golfing, hiking, etc.

Panco Sta-Tite Heels Need No Cement

That it is proving immensely popular with both repairmen and the public is shown by the hundreds of unsolicited testimonials we have received. Undoubtedly it is making for better business wherever used.

A Boon to Letter Carriers, Policemen, Firemen, Milkmen, Conductors, Railroad Men and all Outdoor Workers.

Panco Soles will not break away or split in the stitches. The patented reinforced fabric insertion prevents sole pulling over the nails at the shank. No skiving of shank is necessary. Made in both black and tan.

PANTHER RUBBER CO., LIMITED

General Offices and Factory:

SHERBROOKE : : : QUEBEC

Invictus
THE BEST GOOD SHOE

The Highest Grade Men's Turn Slippers Made in Canada

Read this from

THE TWO MACS

Ottawa

"Dear Sirs :
Enclosed please find order for one case Men's Kid Slippers same as shipment just received, which are quite satisfactory. Please give us shipment as soon as possible and oblige"

E01/151—Blk. Morocco Opera Slipper	$4.00
E02/151—Green Morocco Opera Slipper	4.25
E03/151—Red Morocco Opera Slipper	4.25
E04/151—Bro. Kid Opera Slipper	3.90
E05/151—Bro. Kid Everett Slipper	2.50
E06/151—Bro. Kid Romeo Slipper	4.75

Subject to 5% Discount in lots of 24 Prs.
Made only in whole sizes, one width.

GEO. A. SLATER, LIMITED
MONTREAL

THE BOSTONIAN SHOE

What is Service?

Broadly, service is the instrument which has woven the very fabric of social and industrial relations between man and man.

The quality of the service rendered determines the strength of the bond between individuals and between organizations. Ambition to serve is the only excuse for business and industrial projects.

The House of Robinson aims to serve. The Shoe Retailers of Canada have learned the quality of Robinson Service.

James Robinson Co., Limited

Specialists in Fine Footwear

MONTREAL

57 Years on the Canadian Market

The Yamaska Brand
J. A. & M. Cote
ST. HYACINTHE.
CANADA.

"Nothing succeeds like success" and that is the explanation of the ever-growing popularity of Yamaska footwear among the shoe merchants of Canada.

Year after year this splendid footwear climbs to new heights and justifies the confidence of all who handle it.

This is its fifty-seventh year of service. Are you going to share the success it will bring?

An inspection of samples would quickly give you a decision. May we send them?

La Company J. A. & M. Cote

St. Hyacinthe, Quebec

This sporting bal is obtainable in Brown and Black Elk, English Kip, Tan Grain and Pearl Ooze Split. A very strong seller wherever shown.

The Vulnerable Point—The Toe

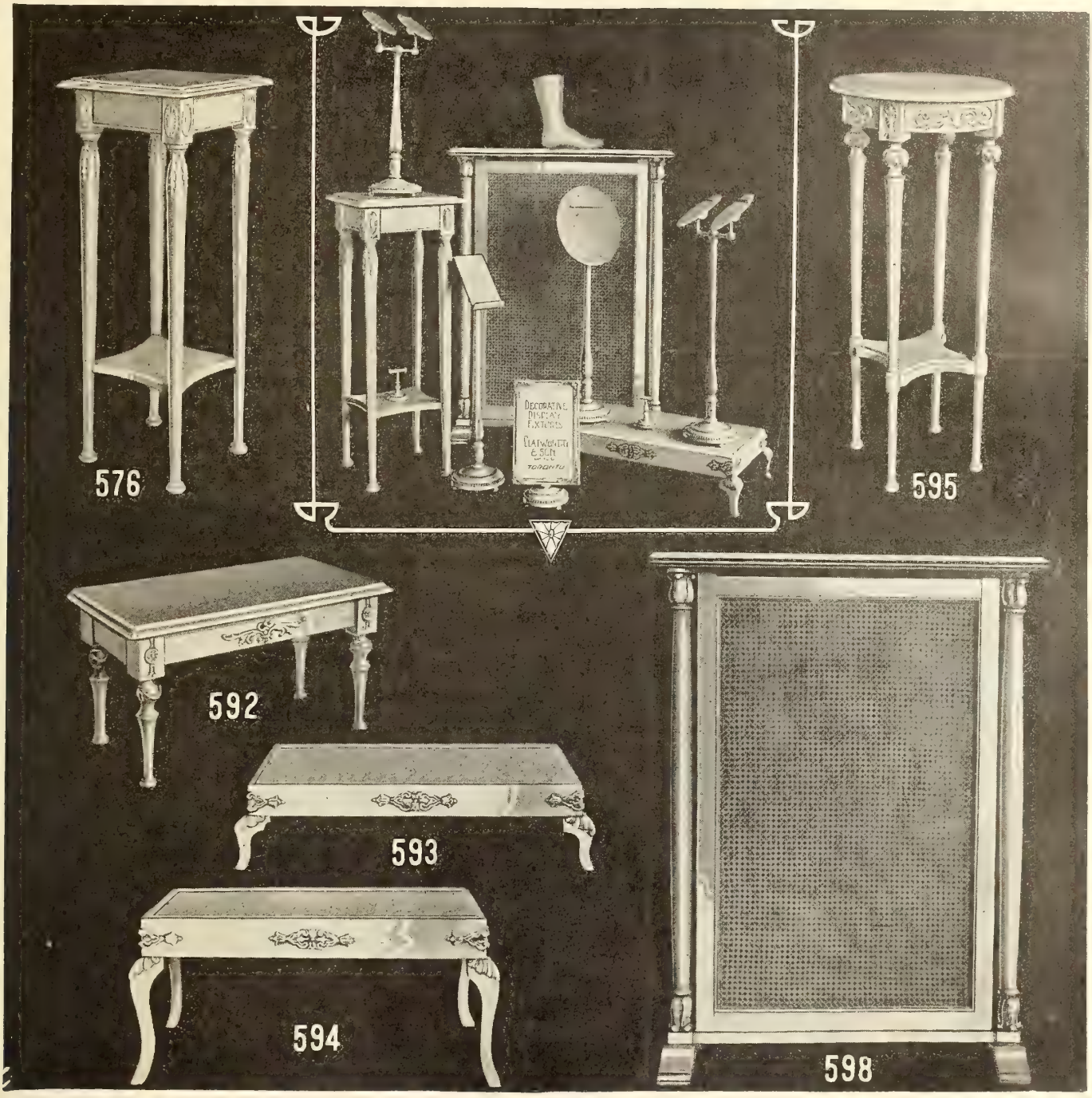
The low mutterings of those unfortunates whose toes have been tread upon, are daily remarked among the tram car crowds of our cities. This emphasizes the fact that all box toes do not stand up. The shoe that has the "Vulco Unit" built into it, is "insured at the toe" throughout its life. Be it a style shoe or a staple, the Vulco Unit Box Toe will retain its shape until the shoe is worn out.

The genuine "VULCO UNIT" BOX TOE is made and sold only by

Beckwith Box Toe Limited

SHERBROOKE - QUEBEC

Display Fixtures That Sell Shoes



BEAUTIFUL ADAM and POMPEIAN DESIGNS

FINISHED IN OLD IVORY OR ROMAN GOLD.

These Clatworthy Fixtures make possible the displaying of your shoes to the best possible advantage, and improve the appearance and character of your store. They are a sales help you should not be without.

NEW ILLUSTRATED CATALOGUE GLADLY SENT ON REQUEST

CLATWORTHY & SON, LIMITED

TORONTO REPRESENTATIVES: **CANADA**

MONTREAL, E. O. Barette & Co., 301 St. James St. VANCOUVER, M. E. Hatt & Co., 318 Homer St.
QUEBEC, Nap. Debigare, 205 Des Fosses St. WINNIPEG, S. J. Barley, General Delivery.

Selling Guaranteed Footwear

When a manufacturer of rubber footwear has confidence enough in his product to place an ironclad guarantee on each pair, it is pretty good assurance that the quality to warrant the guarantee must be there. When a manufacturer not only guarantees such products but also acts as jobber and sells direct to the man who must receive complaints if there are any, that is a double assurance of quality.

Ames Holden McCready rubbers of all types, overshoes, and tennis goods are **guaranteed.** Each pair bears a slip or tag which reads:

> **"Every pair of Ames Holden Rubbers (or Tennis Shoes) is guaranteed to outwear any pair of similar shoes of any other make, sold at the same price and worn under the same conditions."**

Ames Holden rubber footwear is sold direct to you from the branch nearest you. You are always assured of complete stocks, quick shipments, Ames Holden service and—THE GUARANTEE.

"Compare AHM System *The Wear"*

AMES HOLDEN McCREADY, LIMITED

Head Office MONTREAL, P. Q.

Branch Sales Warehouses at

Sydney, Halifax, St. John, Quebec, St. Hyacinthe, Montreal, Ottawa, Toronto, Kitchener, London, Winnipeg, Regina, Saskatoon, Edmonton, Calgary, Vancouver.

AIRD & SON
REG.
MONTREAL

FRANK SLATER

Strider

REGISTERED

SHOE

ESTABLISHED 1903

MEN'S & WOMEN'S WELTS

For the Better Trade

The lines shown are just two of the 40 others carried in stock

CATALOGUE AND PRICE LIST

It's your own fault if you haven't got it! A post-card will bring you a complete list of our lines together with prices

Write us to day

Eagle Shoe Co., Limited

587 Beaudry Street, Montreal

Strider

By Every Standard of Comparison "STRIDER SHOES" are better

No. 5003 Women's tan calf Bal C & D widths. Sizes 2 1-2 to 7. Same in black kid. Price $5.90

No. 6003 Men's Black Vici Kid C width 5 10, D width 6-11 Price $6.75

No. 1 grade. All solid leather.

Winter Sorting

J. A. McLAREN
Company, Limited
Wholesale Shoe Distributors
TORONTO
ONT.

Spring Placing

THIS is the time when most merchants' stocks are pretty well broken up after the early winter selling. Sorting orders are in full swing.

This is also the time when those who have not already done so should place their Spring requirements—if delivery is to be assured.

In either case we are ready to supply the right goods and give the right service. Write, wire or phone your order. It will receive prompt, careful attention.

Winter Sorting

Hockey Boots; Men's Fine Leather Slippers; Moose, Buck and Horsehide Moccasins Sheepskin Moccasins, wool lined, with and without leather soles; Lumbermen's Knit and Felt Socks; Oil Tan Packs; Men's and Women's Overgaiters.

"INDEPENDENT"
Rubber Co.'s Brands of
Rubber Footwear
"KANTKRACK"
"ROYAL"
"DAINTY MODE"
"VERIBEST"
"DREADNAUGHT"

English Slippers in Felt, Velvet and Arctic Cloth; "Superior" brand Canadian-made heavy felts; Women's Light Felt Slippers in all colors, in "Juliet" and "Kozy" styles, fur and ribbon trimmed, with leather and "Kumfy" soles, high and low cut patterns.

Spring Placing

The signs for Spring are undoubtedly better than they have been for many a day, and the merchant who goes after this season's business in the right way is bound to meet with the success which attends a season of more than ordinary promise.

Here are our leading brands. You all know them and their reputation as business-getters.

The "Imperial," showing all the latest strap shoes and Oxfords at prices extremely moderate.

The "Little Canadian," for Misses and Children, in medium and fine grades.

The "Maple Leaf," solid leather working shoes, standard screw and pegged.

Get in your order immediately and prepare for a good season's business.

J. A. McLAREN Co. Limited ***Boots - Shoes - Rubbers*** **30 Front St. W. Toronto**

STYLE

STYLE is the life of trade in wearing apparel today. This is particularly true of shoes. The style stimulus must be a factor in all sales promotion of the better class shoes.

All classes of buyers look for style—the wearer, the retailer and the jobber.

It must be supplied to them.

We can supply it to you.

Our lasts represent the utmost in the development of style as applied to the individual needs of manufacturers and we emphasize the fact that we are prepared to offer exclusive service to each of our customers. There is no duplication.

May we demonstrate our service to you?

For the convenience of Ontario Manufacturers we have an office at No. 64 Wellington St. W.

Room 212, Toronto, Ont. **Telephone Adelaide 4499**

United Last Company, Limited

MONTREAL, P. Q.

THE PEARSON SHOE CO. LTD.

Our New Year's Greeting

IN making our bow to the Canadian Shoe Trade we desire first of all to extend our most cordial wishes for a Prosperous New Year. May health, happiness and good fortune be yours during 1922.

While the firm's name may be new to the Shoe Trade of Canada, its members are well known personally to the Retail Trade of this province. All are intimately familiar with the needs of the Retail Shoe Trade and know the value of shoes from the seller's standpoint most thoroughly. We are carrying a select but complete stock of Everyday Sellers represented by the brands, "Pearson" "Sunnyside" and "Granite," made specially for our trade, concerning the merits of which we will be able to give the trade better details later.

In the meantime keep the *Name* and the *Brands* in mind. Our aim will be to come to the trade with "Shoes and Smiles."

Very truly yours,

W. H. PEARSON, President
W. J. DRYSDALE, Vice. Pres.
FRED R. FOLEY, Sec.-Treas.
R. H. PARTRIDGE, Director.

The Pearson Shoe Company Limited
20 Wellington St. W., Toronto, Ont.

Spring 1922

In placing your requirements for this promising season, you will do well to have in mind that apt maxim, "well bought is half sold."

Do not overlook the Dufresne & Locke range. Your jobber will gladly show you the many splendid creations we have sent him, fresh from our Montreal plant. In these we have been successful in combining a rare quality and charm of style together with a character of workmanship that spells real service.

They are the kind of shoes you will take pleasure in recommending and find profit in selling.

For Men

Welts of all kinds. Turns in slippers, dancing pumps and oxfords. White Canvas Goodyear and McKays.

For Women

Welts and McKays in high and low cut. Turns in common sense and strap shoes. White Canvas Goodyear and McKays. Also stitchdowns and McKays for Misses, Children and Infants.

Dufresne & Locke Ltd., Montreal

THE ROBSON LEATHER CO. LIMITED
HIGH GRADE SIDE LEATHER
OSHAWA CANADA

SINCE 1865

Full Range
Highest Quality Side Leather

BLACK BEAUTY

SCOTCH GRAIN PATENT

Tan Chrome Sides	Retan Scotch Grain
Mahogany Chrome Sides	Dull Chrome Sides
Royal Purple Chrome Sides	Bright Boarded Sides
Elks, Various Colors	Retan Storm Leather
White Buck	Chrome Tongue Splits

THE ROBSON LEATHER CO.

LIMITED

TANNERS AND CURRIERS

OSHAWA — CANADA

I. Rappaport & Company, Limited

London, England

Announce the arrival of their samples for 1922

Pullman Slippers

For Men and Women in square and long Cases, made in the following shades of Persian and Suede finish leathers, Brown and Black. Also Navy Blue, Old Rose, Grey, Champagne, also in Grey and Gold Brocade cloth.

Spats

Hand tailored from England's finest Cloths for Men and Women.

Children's Pantettes

Leggings and Overalls, combined, perfect fitting, made in various shades of Velour, Velvet Corduroy and Stockinette.

Prices and Samples from:-

Arthur J. Machin,

53 Cedar Avenue, Hamilton, Ont.

SOLE AGENT

K·B·

HARD SOLE
FELTS
SOFT SOLE
KUMFYS

Manufactured from exclusive material made in our own mill, combining the utmost in wear and the highest quality with style and comfort.

Made by THE COBOURG FELT CO. *Sold by* THE LEADING SHOE JOBBERS

Hector Footwear Much Admired By Well Dressed Women

Our new lines for Spring are especially captivating and no live merchant should overlook their possibilities.

Get in touch with your jobber for samples.

Hector Shoe Co. - Montreal
331 Demontigny St. East,
S. Desrochers — F. X. Leblanc

EUREKA

No. 8552. Woman's Two Button One-Strap Pump with imitation saddle strap. Last 100 14 8 Baby Louis Heel or Cuban Heel.

"Eureka Sales are Growing"

Dealers tell us that Eureka shoes for Spring are away ahead of anything else at the price. In other words, everything considered—style, materials, workmanship and finish—they are the equal of many other lines selling at a much higher price.

This is true value. The kind that is creating business and renewing the public's confidence.

If you want to pass judgement on Eureka shoes, just write us for samples. Then you will have the real reason why "Eureka sales are growing."

Eureka Shoe Company Limited

Three Rivers - Quebec

Footwear in Canada

A National Journal of its Findings, Making and Sale, with a quality circulation—every reader a possible buyer.

Published Monthly.

HUGH C. MACLEAN PUBLICATIONS
LIMITED
THOMAS S. YOUNG, Managing Director

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

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WINNIPEG		Electric Ry. Chambers
VANCOUVER		Winch Building
NEW YORK		296 Broadway
CHICAGO		Room 803, 63 E. Adams St.
LONDON, ENG.		16 Regent Street S. W.

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Vol. III **January, 1922** **No. 1**

Increased Turnover Can Only Follow Public Education

What are the problems of the shoe retail business during 1922? The big one is to increase turnover. Rather a large order, but it's got to be handled. The question is how best to set about it. As we see it, it requires some unity of effort on the part of Canadian shoe merchants. Every shoeman will strive, as he has striven during the year just closed to secure as much business as possible, but there are some things if they are to be done right or done at all, must be accomplished through working together.

There are certain common aims toward which the trade as a whole must bend its energies if business is to be brought back to a state of normal and healthy progress as speedily as this can, and should, be achieved. First and foremost comes the problem of educating the public. Some work has been done along this line—more particularly by the manufacturers—with results that have justified the effort. The retailers, coming as they do in direct contact with the public, have the best opportunity to carry on effective propaganda. Each individual retailer should consider this part of his duty, and it should also be carried on through the instrumentality of a live association. We can't sell more shoes to men who are out of work and and have no money to pay for them, but we can sell more shoes in 1922, than we did in 1921, to the great majority of the population who have work and who are just as well able financially to replenish the shoe shelf in their wardrobe as they ever were. The first thing we must do is to convince them that shoe prices have been reduced as low as is reasonably possible. Show them the actual figures. Tell it to them over and over again. Prove to them that the retail trade is playing square with them. Force the actual facts upon their attention, so they will have to believe it. The retailer who can't show the goods, whose price reductions are camouflaged, and not genuine, is injuring his own business and helping to hold up the procession. But the average store can actually show the figures that will convince. And if all together would endeavor to bring them home to their customers, through their advertising, in their contact with the public in their places of business, and through organized propaganda in the newspapers, the results would be bound to become apparent in increased sales of shoes.

Set this task of educating the public down as one of the important items of your 1922 programme, and begin right away. Try and get your fellow shoeman in your community to do likewise. Get the effort organized, all pull together, and get the message across. It will help to bring about a renaissance of the shoe business in 1922.

The Modern Version of An Ancient Conception

"They also serve who only stand and wait," sang Milton. 'Tis a subtle thought, poetically expressed, and doubtless very true in the sense in which the poet meant it. But it can't be universally applied, and least of all to modern shoe retailing. Too many retail sales' clerks have the idea that standing and waiting constitute service, and they'll be wondering this New Year why their services have not been recognized by an increase in salary. They just hang around and wait for customers to make known their requirements and congratulate themselves on their salesmanship when some one buys a pair of shoes from them. To such as these the turning over of another leaf in the book of time brings no new prospects of achievement. They drift along waiting for things to happen and they don't generally happen in the right way to suit them.

The real salesman does little standing and less waiting. He moves and he moves quickly, as if he knew where he was going. He doesn't wait for a customer to buy shoes, he sells them to him. Every individual with whom he comes in contact on the floor gets a positive impression of service, and goes away feeling that he has made a satisfactory purchase. That's the type of salesmanship which is needed today, and the only type that will succeed. In the shoe business, they only serve who hustle and anticipate.

For the Shoeman also, "Now" is the Proper Time to Act

It is characteristic of the average human being to dream about achievement in the future. To-morrow, next year, five years hence, he will be able to undertake and carry through ambitious designs upon which his heart is set. But he delays starting; he waits for the more opportune moment, which never arrives.

So it is with many a merchant. He has ideas which he knows would help his business, schemes of merchandising that would draw new trade, plans for expansion which he believes would succeed. But when times are dull, he thinks it best to wait until they improve a bit, and when demand is active, he's rather busy and decides to delay until things are quieter and he has a chance to work out his plans. Thus he goes on from year to year, in a rut, losing to-morrow what he makes to-day, and never knowing the satisfaction which comes from constructive effort. "A decent fellow," say his friends, "but he doesn't seem to be able to get anywhere."

There's a scriptural injunction, "Now is the accepted time." It contains a world of truth. The past is irretrievable, the future is out of reach. Now is the only moment of time within a man's grasp. The use he makes of that moment determines his destiny.

Tanning Industry Gives Reasons for Optimism

On another page there appears a review of the situation in the tanning industry as presented by Mr. A. O. T. Beardmore, retiring chairman of the Tanners' Section of the Toronto Board of Trade, at the anual meeting of that body recently. This, we believe, will be found to contain information of interest and value to our readers. Mr. Beardmore speaks in an optimistic tone, which seems to reflect the general feeling among leather men, and indeed there are certain encouraging indications which seem to justify it. The improved condition of the hide market is beginning to make itself felt, and the recuperation has been so gradual that there does not seem to be any likelihood of reaction. There are practically no stocks of leather being carried by the shoe manufacturers, and as the tanners' stocks have been reduced as low as possible and their plants have been operating on a very restricted basis, any livening of demand is bound to be reflected in an immediate strengthening of the market.

Side leather at the moment shows an optimistic trend. During the last season chrome sides have dropped approximately 10 cents a foot, their present basis being 24 to 26 cents, and they are now holding very firm with no prospects of further decreases. Goatskins dropped 50 per cent. on the lower grades—they were running 50 to 60 cents a year ago and are now quoted at from 25 to 30 (at time of writing). The high grades did not show any appreciable recession and are at present ranging from 60 to 85 cents in black and colors—indeed there is still some very fine stock being sold at as high as $1.00. Heavy side stock in vegetable tannage has dropped about 15 cents and is now selling at 25 cents. There has been no change in the price of vegetable tanned splits. In all these lines the undertone of the market at the present time is strong and has been for some time. The trend during the past year was generally downward until the month of September when a level was reached which has since been maintained. There are now no indications that would warrant the anticipation of further recessions. Leather men declare that if there is any change in prices in the near future it will be upward.

Shoe Manufacturers Will Discuss Topics of Vital Interest

At the convention of the Shoe Manufacturers' Association of Canada, which is to held in Montreal, Feb. 1 and 2, a number of subjects of vital interest to the trade are to be taken up. The association has been justifying its existence by its aggressive campaign to counteract the mistaken ideas which have been prevalent in the minds of the Canadian public regarding the shoe industry and it has been undertaking a variety of other activities which have been of real benefit to its members and to the footwear business as a whole. The coming convention promises to be one of the most important and helpful that has yet been held and it is hoped that the shoe manufacturers of Canada as a whole will take this opportunity of investigating the work accomplished and of discussing the problems which have still to be faced, as well as hearing the various splendid addresses which are to be delivered on topics related to the operation of a shoe manufacturing business.

Cashing in on Your Window Display

A shoe merchant who noticed that customers frequently came to his store looking for some shoe they had seen in the window the week previous but not able to recall its appearance sufficiently well to describe it accurately, hit on a plan which seems to have solved the difficulty nicely. What he did was to set a table in the centre of the store and when re-dressing a window, the old trim was simply transferred to the table and the shoes left there on display until they had to be removed to make room for another batch from the window. This made it possible for the customer to go to the table and very easily pick out the pair of shoes which had previously attracted her attention and also helped to emphasize the value of the window display to the public.

"Shoddy Materials" in Shoes

Shoe Manufacturers' Answer to Resolution Passed by Local No. 925 of United Farmers of Alberta Regarding Materials Used in Making of Footwear

In the last issue of "Footwear," under the heading, "The Public Stands in Need of Education regarding Shoes and the Shoe Trade," we printed, with comment, a letter received from Mr. H. Higginbotham, provincial secretary of the United Farmers of Alberta, together with a resolution passed by Nisbet Local U. F. A. No. 925 referring to the use of 'shoddy' materials in shoes." We also brought this resolution to the attention of Mr. S. Roy Weaver, manager of the Shoe Manufacturers' Association, and are now in receipt of a copy of Mr. Weaver's reply to Mr. Higginbotham, which deals with the questions raised in the resolution in a very thorough manner. Mr. Weaver's remarks will, we know, be of keen interest to our readers and we are printing them herewith:

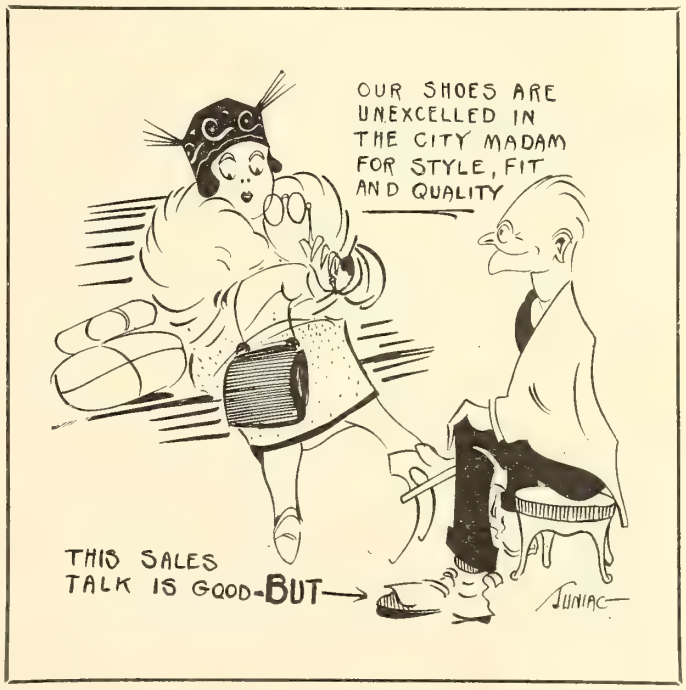
"We have your letter of November 24, with which you enclosed a copy of a resolution passed by Nisbet Local U. F. A. No. 925 relative to the use of so-called 'shoddy materials' in the manufacture of shoes. We were glad to note your assurance that this resolution was offered as a 'constructive suggestion.' The question to which you refer is not, however, quite as simple as at first it may appear.

"In the first place difficulty arises in connection with the definition of the expression, "shoddy materials." There is in wide use among Canadian shoe manufacturers high-grade manufactured box toes, with felt as the principal constituent material. Manufacturers can depend upon these toes being uniform in thickness and for this reason and others they lend themselves to the manufacture of footwear of attractive appearance. Besides, they are waterproof. Many leather box toes, if they become wet, are not satisfactory. Felt box toes, which no doubt under your resolution would be regarded as 'shoddy', retain their appearance and shape and if dented will spring back to shape to a much greater extent than leather, especially if the latter be of poor quality or if it has become wet.

"There is much also to be said for fibre counters. Many reliable Canadian manufacturers were exceedingly cautious in changing from solid leather to fibre counters. The fibre counters, like the non-leather box toes to which reference has already been made, are uniform in thickness. Moreover, they make a fine join with the seat of the shoe and consequently contribute to the attractive appearance of the footwear in which they are used. On the other hand, solid leather counters, unless they be of high grade material, often are unsatisfactory. The leather, when skived to make the join, sometimes does not hold well and there are other manufacturing difficulties. Fibre counters are waterproof and in most grades of shoes are giving excellent service and satisfaction. Manufacturers of footwear who have used both fibre and leather counters in many cases report that the fibre is the more satisfactory and that the trade has expressed a preference for shoes with the fibre counters. The latter retain their shape and are stronger than many counters of solid leather.

"Leatherboard is used in part for heels by some manufacturers but is protected by two lifts of leather. The leatherboard takes a finer finish and is in a single piece, while solid leather heels have to be built up and the heels show the several layers of leather. The heel of part leatherboard has the additional advantage of being lighter. If a person wears through two lifts of leather, it is time to have the shoes repaired. Sometimes the repair man, in putting on rubber heels, neglects to put a lift of leather between the fibre board and the rubber, but this is a difficulty which easily is corrected.

"The resolution of your local organization expresses a preference for solid leather, but it is thought to be recognized that there are great differences in the grades of leather, as well as in the qualities of counters, box toes, etc. of other materials. Box toes, counters, insoles, etc. manufactured from poor quality "flanky" leather often are much less satisfactory than are those of the material which you class as shoddy. Compulsory marking, such as you suggest, would, therefore, encourage the use of low-grade, unsatisfactory leathers which are not as suitable as the materials which you describe as shoddy. There are various grades of box toes, counters, insoles, which are not of solid leather, and it is not reasonable or fair to denounce them all, without discriminating between the good and the bad.



"As you know, there is always a demand for low-priced shoes. Many persons are unable to pay the higher prices for footwear of the best quality. They must have boots within the price which they can give. There is pressure on the retailer to sell shoes at such prices. The retailer, in turn, calls on the wholesaler to supply him with lines with which to meet the de-

mand at the lower price. The wholesaler calls on the manufacturer to supply shoes at a price. This has always been the situation and probably always will be. The manufacturer, finding it necessary to keep his prices within a certain limit, has to make certain economies by the use of lower cost materials. Under the requirements which you propose, he would be forced to resort to the use of poor-quality leather for counters, box toes, insoles, etc., which would be far less satisfactory than the materials which are now in use.

"For the reasons stated, we are satisfied that the remedy for the use of unsatisfactory insoles, slip soles, counters and box toes is not in prohibiting the use of so-called 'shoddy materials', whether good or bad, and substituting therefor the use of products of poor quality leather. The remedy, indeed, is in the hands of the buyers themselves. Either they may buy footwear bearing the name of reliable manufacturers, whose products they have found by experience to be satisfactory, or they may buy footwear from dealers in whose judgment they have confidence and upon whom they can depend to supply them with the very best footwear value at the prices which they are prepared to pay. It should always be kept in mind that the best goods usually are higher in price than boots of inferior quality. The price is not always a protection, but if purchasers will patronize merchants who understand footwear values and upon whose recommendations they can depend, they will be assured of honest goods at reasonable prices."

Important Marking Regulations

The following analysis of the new Markiing Law and its application to commodities imported by shoe manufacturers has been prepared by the manager of the Shoe Mfrs. Assn. of Canada, and has been approved by the Department of Customs and Excise.

No marking with indication of country of origin will be required on the following goods when imported by shoe manufacturers for incorporation with boots and shoes:

(a) Dressed leather, leather in the piece, welting leather in the roll for pull straps, leather insoles, fibre insoles, ivory soles, wood shanks, combination leather and steel shanks, combination leatherboard and steel shanks, steel shanks, leather shanks, ivory fibre, wooden heels, shoe ornaments, buckles, silk woven name-pieces (if cut to measure), pull straps of any material if cut to measure, tassels, pompoms, shoe laces, thread, silk ribbons, buttons, hooks, eyelets, shoe blackings, ink stains, paste, cement, shoe dressing, edge stains and edge enamels, thread lubricator, marking and repair crayons, leather repairer in liquid or powder form, wax, bleaches for soles, white snow-gum liquid, stain removers, sponges, perforating paper, abrasive paper, when imported by shoe manufacturers for incorporation into boots and shoes.

(In the case of any of the above goods, the manufacturers will be required to certify on the customs import entry that such goods are not intended for sale to the consumer in the condition imported, but are merely for use in the manufacture or construction or repair of articles in Canada.)

(b) Parts for use as repairs to machinery or equipment in Canada. (Manufacturers importing such parts will be required to certify that they are for such purpose.)

Imported materials in the web or roll which must be marked with indication of country of origin on the piece ticket, band or label, or on end of the web or roll:

Gem duck and rubber coated gem duck in the web or roll, cotton for linings, cravenette, canvas for uppers, silk woven name-pieces in the roll, pull straps (fabric) in the roll.

Each of the following articles must be marked separately:

Lasts, fillers, patterns, small tools and knives, machinery (except repair parts for machinery).

Embossing dies, sole stamps, and finishing brushes, when imported as parts of a new machine marked on the name plate or principal part of the machine itself, will be covered by such machine marking. If imported as repair parts for articles in Canada, such dies, sole stamps and brushes need not be marked, but manufacturers importing these articles will be required to certify on the customs import entry that they are for such use.

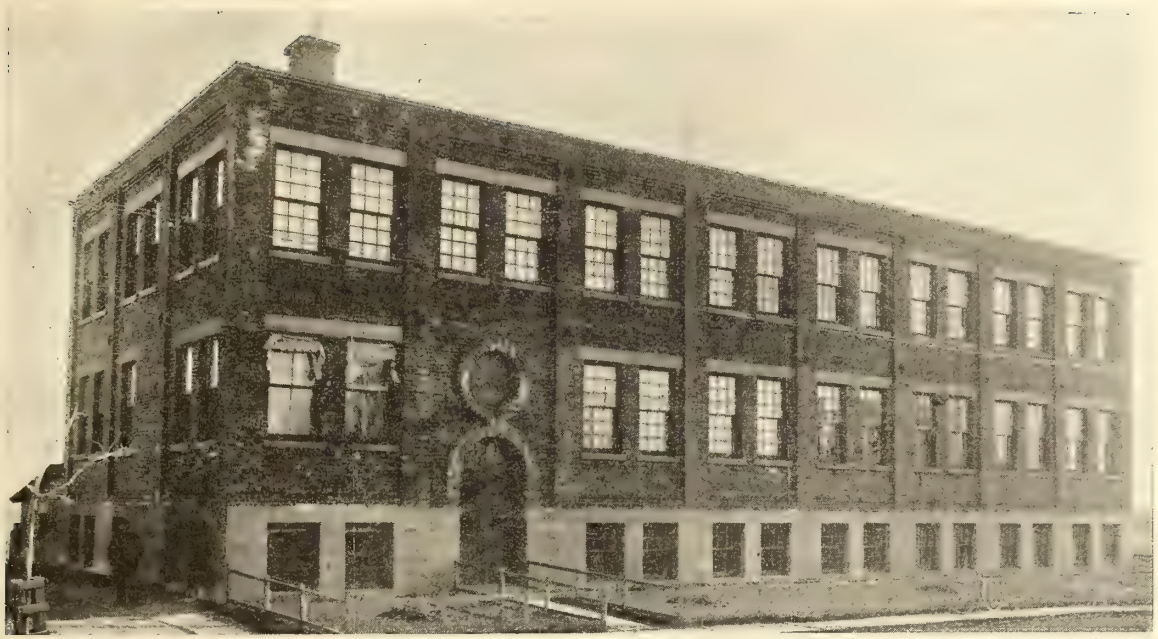
If any of the above requirements are not satisfactory, or will cause any serious hardship, members are urged to advise the Association without delay, definitely pointing out why such regulations are objectionable. Rulings on other imported materials or supplies will be obtained upon request.

Nature of marking required:

The name of the manufacturer or his trademark, accompanied by the name of the country or a place in a Province, State, or other division of a country where the goods have been manufactured or produced will be accepted as sufficient indication of the country of origin.

New Manager Ontario Division A. H. M.

H. G. McCullum, who was recently appointed manager of the Ontario Division of Ames-Holden-McCready Limited, joined this firm in 1912, at which time he was located in the City of Winnipeg. Mr. McCullum is an Ontario boy, having been born at Paisley. He started in business in 1901, in the general store of W. H. McFarlane where he packed lots of butter and eggs and sold everything from a pound of tea to a silk dress. In 1905 he went to Winnipeg and worked with the Eaton Company and other stores for the next five years. Mr. McCullum has covered Northern Ontario for Ames-Holden-McCready for some time past and has greatly strengthened the position of the company in this territory.



Exterior view, Globe Shoe Factory at Terrebonne

Well-equipped Factory at Terrebonne, P. Q.

A Visit to the Home of the Globe Shoe, Ltd., Where are Produced Pillow Welts, Baby Pillow Welts and Pillow Comfort Shoes—Features of Their Manufacture

The factory of Globe Shoe, Limited, views of which are presented herewith, contains many features not only of manufacturing interest but of business efficiency. While it is one of the younger institutions of its kind in the Province of Quebec, it is at the same time one of the most progressive. It is a noteworthy example of the conspicuous success which attaches to manufacturing industries organized along the right lines.

We have referred to this plant as one of the younger institutions. We might have termed it one of Old Quebec's baby institutions, for it was established only in 1917. It is only four years old. The founders were Mr. J. B. Hurteau, President and General Manager, and Mr. A. Z. Poitras, Vice-President and Superintendent.

The exterior view of the factory presented herewith shows a compact, well-designed, nicely-lighted brick building which lends itself admirably to the particular interests which it is designed to serve.

In manufacturing operations, lighting is one of the first essentials. In this respect the Globe Shoe factory excels, for it is lighted on four sides, with the result that the interior is about as sanitary and healthy a place as workmen can possibly find. The building is absolutely fire-proof and provision has been made for the addition of an extra storey.

On the first storey is situated the sole leather, treeing and shaping rooms, on the second the general offices and bottoming room, and on the third storey the cutting, fitting and lasting rooms.

Five Thousand a Week

The output of this factory—averaging five thousand pairs of shoes per week—is divided among Pillow Welts, Baby Pillow Welts and Pillow Comfort Shoes. At present there are about one hundred and twenty five hands employed, which represents about seventy-five per cent of the full staff under normal business conditions.

It is interesting to note the process of manufacture obtaining in the production of Pillow Welts. Next the sole is placed a substantial cork filler which is covered with a specially prepared hard canvas. Then a pillow of soft felt is laid over the canvas and bound with a very strong cotton material. The ends of each substance are sewn in one operation, clean through the rounds of the uppers to the welt.

The result is a genuine goodyear welt, plus the comfort of a "Pillow" tread. Undoubtedly the introduction of the felt and cork filling in such a unique combination on a goodyear welt cannot fail to afford the utmost warmth and the maximum of durability. These Pillow Welts can be repaired by any cobbler and come in soft sole elk finish of hard substantial oak—tanned finish.

Pillow Boudoir Slippers

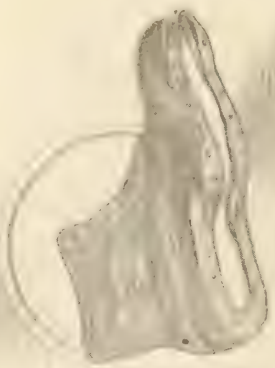
The firm is now engaged in the manufacture of a line of Pillow Boudoir Slippers. These slippers, to all intents and purposes, appear to be the ordinary smart walking shoe and really are only "Slippers" in the sense that they afford all the ease and negligee comfort that the ordinary boudior slipper gives. A medium Cuban heel has been adopted on this innovation and the slipper comfort is obtained by the introduction of a soft special process elk finished sole

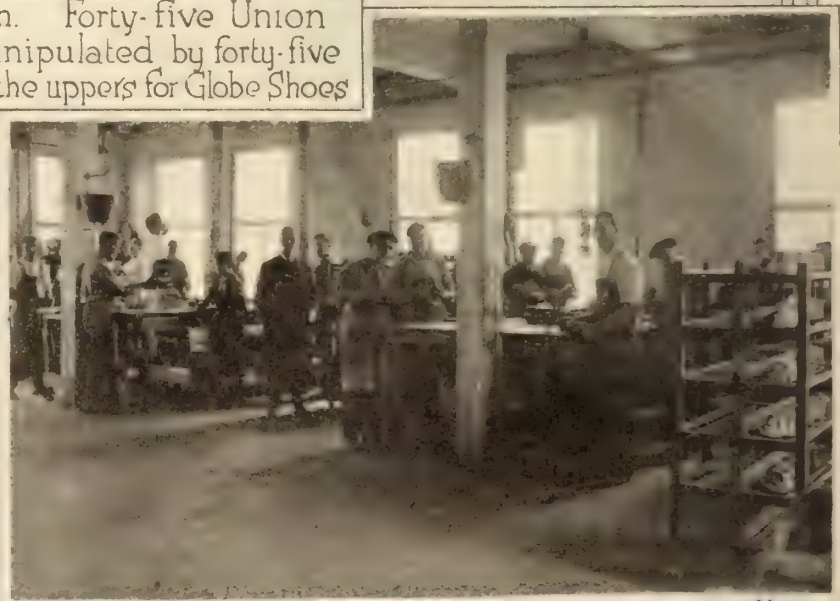
The advantages of this Walking-Shoe-Slipper are obvious and especially so for winter wear. For instance, one might wear these slippers around the house in absolute comfort and ease and yet never be caught in negligee. On the other hand they are readily adapted to street wear under the ordinary rubber or overshoe.

These slippers come in five different styles, the most noteworthy of which is a line featuring a one

A view showing part of the Cutting Room, lighted from the north-east. Note the neat, well kept appearance of this department. Globe Shoe, Limited.

A portion of the Fitting Room. Forty-five Union Spacial Machines skilfully manipulated by forty-five girl operators are used in fitting the uppers for Globe Shoes





This is the Lasting Room, where turns and pillow welts are lasted. It is a roomy and well-lighted department. Globe Shoe, Limited.

A corner of the Sole Leather Room. In the foreground is one of the large dieing machines which is used in cutting out the soles. Globe Shoe Limited.

A view of the Bottoming Room, where sole and upper meet. Globe Shoe Limited.

The Treeing Room. Here are applied those finishing touches which mean so much in the appearance of a shoe. Globe Shoe Limited.

Mr. Louis Villeneue, Foreman of making room

Mr. Eugene Pelletier, Foreman of cutting room

Mr. Etienne Jarret, Foreman of sole leather room

strap finish on a plain oxford, another the ordinary pump, and a third, a plain oxford with an extended tongue, which is embellished to give a novelty effect with a belt running across the vamp. These Pillow Boudoir Slippers are rubber-heeled.

A Veteran in the Industry

Mr. Hurteau, the President and General Manager, has been connected with the shoe industry for the last thirty-one years. He started with the firm of Comeau, Blanchette & Bertrand, shoe manufacturers of Sorel, P. Q., and remained with them for a number of years, after which he identified himself with Geo. A. Slater & Son. Later he became manager of the firm of Seguin & Lalim of St. Hyacinthe, P. Q. He organized the Star Shoe Company subsequently, and remained with them until 1917, when he became one of the founders of his present firm. It is a point of interest that Mr. Hurteau, the President, and Mr. Poitras, the Vice-President, have been associated together in business for the last quarter of a century.

Mr. E. Pelletier is another of the personnel of the firm to whom we have the pleasure in introducing our readers in this issue. While Mr. Pellitier is still a young man, he, too, has had extended connection with the shoe business, covering some fifteen years.

Mr. Hurteau is very enthusiastic with regard to future business conditions. He states that Spring placing is exceptionally good, although of course the larger buyers, who, for instance, used to buy three thousand pairs at a time, are still adopting the hand-to-mouth policy and ordering in batches, say of three hundred pairs, at stated deliveries.

"By Next Winter the Shoe Trade will have Come Into Its Own"

His opinion in regard to 1922 is that conditions will gradually improve. Towards the middle of the year he expects to see things more approaching the normal basis. He states that, in his opinion, the retailers' stocks are depleted and that a continuation of buying will force the retailers to order sufficient at least to re-stock their shelves. By next winter, he says, the shoe trade will have come into its own again and Spring 1923 deliveries will be abnormally good.

Being situated at Terrebonne, Que., this company is in an excellent location as regards economical and steady distribution of output, so that buyers can always rely on receiving prompt shipment of orders.

Mr. Hurteau's sole hobby is reading and the study of history. He particularly fond of reading and acquainting himself with the history of his native Province of Quebec.

His fervor for the ancient is so pronounced that he even surrounds himself with things of antiquity. He lives in the original "Manoir," which edifice is of stone and one hundred and thirty years old. He explained that originally this Manoir was occupied by the Seigneur of the district. The seigneur was appointed by the King and in deference to his position was entitled to unusual courtesies and privileges, not the least of which was the right to tax his constituents to enable him to live in comfort and style.

The company enjoy the confidence of their employees, and their foremen, whose pictures appear here, are excellent types of the progressive spirit that has placed the boot and shoe industry of Quebec in the envious position it now occupies.

Important Events in Shoe Industry

Jan. 30 and 31 are important dates in the wholesale shoe trade of Canada. They mark a new era in its development. On Monday, Jan. 30, the Provisional executive committee of the proposed Footwear Wholesalers' Association will meet in Montreal and a general convention of the shoe jobbers of the Dominion has been called for the following day. This meeting will be held in the Chamber of Commerce Building, Montreal. The wholesale trade is also invited to attend the open sessions of the Shoe Manufacturers' Association convention on Feb. 1and 2. One of the features of the week will be a joint banquet of the manufacturers and wholesalers on the evening of Thursday, Feb. 2.

This event is one of vital importance to the shoe jobbing trade. There are many urgent matters to be dealt with and it is believed that a very representative gathering of the men of the industry will meet in Montreal on the above named dates.

The secretary of the Shoe Manufacturers' Association, 6 Jordan St., Toronto, advises that the competition for the $100 prize for the best emblem design will remain open until January 18.

Notes on Trend of Footwear Fashions

The elastic gored oxford, or gusset shoe, is a feature of the New York market. This in some instances has a button fastening as well as the gusste on either side of the quarter. In other models the elastic gore replaces any other means of securing the shoe on the foot. Another novelty following the same idea is the gored tongue pump. For the most part this is seen in seamless paterns with a fancy tongue, having elastic gores on each side.

Catchy Novelties

Then one hears about breakfast slippers, daintily made of fine leather, and trimmed with overlays in contrasting tones. These of course are for the ladies. But there is also something new in the slipper line for the male devotees of fashon. "Cavalier slippers" have made their appearance, and will undoubtedly appeal to those who always buy the most expensive goods on principle. They sell as high as $10.00 per pair, and are certainly the acme of elegance in negligee footwear for the sterner sex. Consider for instance, a slipper in red morroco leather with a collar consisting of an inch of green velvet. Almost too romantic for these drab days of commercialism, but we'll wager they'll take in Hollywood.

Women's black velvet slippers are said to be gaining strength in the big city. The main objection to this type of shoe is the difficulty of keeping it neat and clean. Shoemen who wear dinner jackets (as most of them no doubt do) will readily agree that black velvet has an affinity for dust and fluff quite unequalled by any other material. This will be an obstacle in the way of selling slippers of this fabric to the dainty and fastidious Canadian women.

Sailor ties with expensive buckles are another topic of conversation in shoe circles. And as an innovation in footwear trimmings, sharkskin commends itself as something rather original. Possibly it will have a more extensive vogue than whale's meat.

What the Californians Think about it

The Style Committee of the California Shoe Retailers' Association has been speculating on the trend of footwear fashions for spring and have issued a report, the following short summary of which may furnish some food for thought on the part of the Canadian shoeman:

The classical Greek influence is making itself strongly felt in the design of sandals and is likely to continue. There is an infusion of Spanish feeling also, which expresses itself in the universality of black, with splashes of brilliant color, and from this may develop a Spanish slipper with high tongue effect and Castillian buckles and Spanish Louis heel. Such a development, however, in not looked for in the early spring.

Spring, the committee, thinks, will find the Americanized French last with modulated toe, 3¼" to 3½", predominent. Cut-out effects will have shifted from the vamp to the quarter and may be entirely eliminated early in the season.

Boots will not show any length for spring, the percentage establishing being 92 to 8 in favor of the low-cuts.

Welt strap effects will not make any serious inroads into the sale of welt oxfords. Oxfords will vary from very plain styles to broguey effects.

In low shoes with French Louis heels, the following percentages are looked for: strap effects, 81%; tongue or colonial models,11%; opera pumps, 8%.

The popularity of straight heels in low shoes is expected to continue. The probable proportion of Louis heels to straight heels is set at 40 to 60.

The feeling is that in turn footwear the use of covered straight heels is certain to cut into the demand for junior and baby French heels. Percentages of the various classes of heel in this type of footwear are placed as follows: French (14/8 and over,) 72%; low French heels (baby and junior) 10%; covered straight heels, 18%.

Present indications are that black will continue into early spring. Paris, however, reports an increasing interest in the brighter colors.

The following probable percentages of materials and colors have been arrived at:

	Cuban Heel Turn Straps	All LXV Pumps	All Cuban Heel Welt Pumps	Cuban Heel Oxfords
	Per cent	Per cent	Per cent	Per cent
Black kid		20	30	25
Black satin ...	5	25	..	..
Patent	50	30	5	10
Brown kid		5	20	25
Tan calf	5	..	10	10
Colored ooze.	10	5	15	10
White buck ..	5	..	15	10
White Canvas...		..	5	5
White kid....	25	15	..	5
	100	100	100	100

Men's Styles

Two types of lasts are in keeping with a revival in men's stylish footwear: a neat English custom last with medium toe and vamp, and the current brougish last with round or squared toe. Instead of ball straps, the predominance of straight soft tips is considered likely. The winged brogue and aproned instep will continue in sportish styles.

In low shoes the percentage of color is placed at 60% tan and brown, 25% black and patent and 15% white. In boots, tan 75%, black 25 per cent.

Styles Tendencies in New York and Chicago

Briefly—in Chicago: The demand for women's boots has been growing, walking models in black kid predominating; in Louis heel turns, strap patterns are shown exclusively; both full and junior Louis heels are popular; there is an increasing tendency toward the shorter vamp.

In New York: Brogue low-cuts are best in tan grain leathers with wing tip; patent colt is featured in oxfords and three-strap for dress wear; low-cuts selling well up into December; Russia oxfords much worn with spats, the low boxwood heel in turn shoes is making a hit.

Well, folks, we've all got another chance to break our New Year's resolutions.

Shoe Manufacturers' Reception Committee

The following reception committee has been appointed by the Shoe Manufacturers' Association to welcome the representatives from outside firms at the convention in Montreal, Feb. 1 and 2: Jos. Daoust (Daoust, Lalonde & Co.), N. Macfarlane (Macfarlane Shoe, Ltd.), R. W. Ashcroft (Ames-Holden-McCready), D. F. Desmarais (La Duchesse Shoe Co.), A. Lecours (Canadian Footwear Co.), L. P. Deslongchamps (Slater Shoe Co.), Albert Tetrault (Tetrault Shoe Mfg. Co.), and Peter Doig.

Percy M. Rising Passes

In the death of Mr. Percy M. Rising, of Waterbury & Rising, Ltd., St. John, N. B., the shoe industry of the Maritime Provinces, and of the Dominion, sustains a loss which will cause widespread regret among its members. The late Mr. Rising was only thirty-seven years of age, and his death occurred quite suddenly. He had been in his usual good health up until a week previous to his decease, when he contracted a cold which developed into double pneumonia. He is survived by his widow and two children.

Mr. Percy M. Rising was the second son of Mr. E. L. Rising, head of the Waterbury and Rising concern, and was himself a director of the firm, and manager of the King St. branch, in which capacities he had won for himself a place of high esteem among the younger business men of St. John, and a wide reputation in the footwear industry of Canada. He was a veteran of the Great War, having gone overseas with the 104th Battalion as captain and quartermaster. In England he joined the 13th Reserve, from which he transferred to the 26th Reserve. He saw much service and was at Mons when the Armistice was signed. He then had the honor of returning to St. Paul's Cathedral, in London, where the colors of his battalion had been in safe keeping and of carrying them from the cathedral into Germany.

The late Mr. Rising was a member of the executive of the Provincial Board of the Retail Merchants' Association and also of the St. John branch. A resolution has been passed by the Association expressing their deep sense of loss and the keen personal regret of the members in his death.

Death takes Shoe Traveller's Wife

The condolences of a wide circle of friends and acquaintances in the shoe industry will be offered to Mr. W. E. Young on the death of his wife, Mrs. Ida E. Young, who passed away recently after a lingering illness. The late Mrs. Young was born in Norval, Ont., forty-seven years ago, and was a resident of Toronto for 25 years. She leaves three children, in addition to her husband.

Mr. W. E. Young is well-known to the trade as a traveller for the Williams Shoe, Ltd., Brampton.

Presentation to H. W. Pearson

On Saturday, Dec. 3, Mr. H. W. Pearson, who has recently resigned as Toronto manager for Ames-Holden-McCready, Ltd., was the recipient of a presentation from the members of the Toronto staff, both of the office and the road. Mr. A. Welling made the presentation and some timely remarks were added by Mr. M. O. Kenner expressing the good-will and appreciation of all the members of the staff.

Shoe Manufacturers to Discuss Important Questions

Below is a draft of the proposed programme for the annual meeting of the Shoe Manufacturers' Association of Canada, to be held in Montreal, Feb. 1 and 2 (not Jan. 25 and 26 as previously announced) at the Windsor Hotel. Prominent and able speakers are being secured to deal with all the subjects, which will be of outstanding interest to the industry under the conditions existing at the present time:—

Wednesday, February 1

9-10 A.M.—Registration.

10 A.M.—General Business Session—Members only.

10 A.M.—Call to Order, Roll Call and President's address.

10.30 A.M.—Secretary's report; treasurer's report; auditors' report; manager's report; executive committee's report.

11.15 A.M.—General conference—"How can the Association best serve the highest interests of the industry in 1922."

12-12.30 P. M.—Address on "Credit problems of the shoe manufacturers and the new bankruptcy law."

12.30-1 P. M.—Address on packing and shipping.

2.30 P.M.—Open session.

2.30 P.M.—Greetings from other branches of the shoe trade.

3.00 P. M.—Address on the general industrial situation and trade outlook.

4.15 P. M.—Address on Technical Education for Shoe Workers" by Mr. A. Belanger, Principal of the Ecole Technique de Montreal.

3.45 P. M.—Address by Mr. F. W. Knowlton, general manager United Shoe Machinery Co. of Canada.

4.30 P.M.—Address on practical cost accounting for shoe manufacturers.

5.00 P.M.—Address on factory methods.

Thursday, February 2

10 A.M.—Open session.

10 A.M.—Address on export opportunities.

10.30 A. M.—Address on practical cost accounting for shoe manufacturers, by Mr. W. F. Dickson, auditor of Endicott Johnson Corporation.

11.15 A. M.—Address on income tax and sales tax returns.

11.45 A. M.—Address on the sole leaher situation.

12.15 P. M.—Address by Mr. Lucien Borne.

2.30 P.M.—Business session—Members only.

2.30 P.M.—Consideration of proposed new constitution.

3.15 P.M.—Report of committee on nominations and resolutions followed by election of officers and consideration of resolutions.

7 P. M.—Banquet session.

Friday, February 3

Meetings of the members by groups for organization and consideration of special problems.

Progressive Shoe Establishment in Hamilton

The interesting photographs reproduced above illustrate the Levinson shoe stores in Hamilton, Ont. The top picture shows a new branch store which Mr. Levinson has recently opened, while in the other three the features of his main store front at 26 King St. are brought out. The two windows below are examples of exceptionally attractive window trimming. That on the left was dressed by Mr. Herbert Swartz, and that on the right, by Mr. Stanley Symington, both members of the sales' force.

The Situation in the Tanning Industry

Review of Conditions by Retiring Chairman of Tanners' Section, Toronto Board of Trade—Optimistic View of Prospects for Coming Year

At the annual meeting of the Tanners' Section of the Toronto Board of Trade, an interesting review of the situation in the tanning industry was given by the retiring chairman, Mr. A. O. T. Beardmore, of Beardmore & Co.

Mr. Beardmore pointed out that this industry opened the year 1921 with business reduced to a very small volume, but, as the year grew older, a slow, but gradual, improvement took place, until at present a very fair, though limited, volume of trade was being done by most tanners, and business, it was felt, was getting back to normal. Unless a further trade depression took place, which seemed unlikely, the industry in 1922 should be once more running to fairly full capacity.

"The decline in prices of leather during 1920 and 1921," said Mr. Beardmore, "was a decline unparalleled in the history of the industry. It naturally resulted in unprecedented losses, and the readjustment which has taken place has, in fact, been one of the most drastic and thorough readjustments of the present general depression; any surpluses which were accumulated during the period of war activities and the aftermath of same, have been wiped out by the tremendous losses sustained by tanners on inventories.

"Prices on some lines of raw material and hides at the beginning of the year were below pre-war levels, but there has been a marked recovery in the value of all classes of hides, until to-day prices are pretty well back to 1913 levels. The hide markets continue firm and advancing and, with the reduced take-off and the improved demand from tanners, there does not appear to be any chance of a recession in prices. Stocks of hides have been decreasing for some months, due to the smaller kill; and, as mentioned before, prices have very materially strengthened.

Production Costs Still High

"On the other hand, manufacturing costs, labor, fuel, freight rates, war taxes, etc., which during the war years and the post-war period increased by leaps and bounds, have not declined to any appreciable extent, and tanners' overhead—due to reduced output—is very materially higher than it normally should be. Some reduction has been made in wages, but other expenses are—if anything—very little lower than during the previous years, and, in spite of this, leather is being offered and sold at less than replacement basis.

"This condition is undoubtedly due to close competition, and the keen desire on the part of tanners to keep their plants running at as large capacity as possible. It is felt, however, that prices of most lines of leather will have to be advanced in the near future; in fact, some lines of sole leather—particularly heavy sole leather—have been advanced slightly during the past month.

Better Canadian Trade

"The demand for domestic leather should show a substantial increase in the next year or two. With the improvement in political conditions in Great Britain and Europe, the volume of export trade should show a substantial increase in 1922. The boot and shoe industry in Canada, which consumes the larger proportion of the output of the leather industry, has unquestionably seen the worst of its depression; boot and shoe manufacturers are, however, still pursuing the hand-to-mouth policy in respect to their raw materials, and whatever stocks of finished leather are in the country are being carried by the tanners.

"Summing up, the domestic demand as well as the European demand for leather should show a considerable increase in 1922; in short, the fundamental position of the leather industry is to-day on a much sounder basis than it was a year ago, and the outlook is favorable."

Officers Elected

The election of officers resulted as follows: Chairman, K. D. Marlatt; 1st Vice-Chairman, C. W. Conway; 2nd Vice-Chairman, L. O. Brenthaupt; Secretary-Treasurer, F. G. Morley; Executive, A. O. Beardmore, A. O. T. Beardmore, J. G. Breithaupt, G. B. Clarke, Hon. E. J. Davis, W. J. Heaven, H. B. Johnston, Theo. King, C. G. Marlatt, W. G. Parsons, Chas. Robson, C. O. Shaw, John Sinclair, C. W. Tobey, S. R. Wickett.

Legislation Committee—A. O. Beardmore, A. O. T. Beardmore, L. J. Breithaupt, G. B. Clarke, Hon. E. J. Davis, W. J. Heaven, H. B. Johnston, N. D. Clarke, C. G. Marlatt, W. G. Parsons, Chas. Robson, C. W. Tobey, S. R. Wickett.

Transportation Committee—S. P. Beale, F. C. Beal, A. O. Beardmore, H. L. Daville, W. J. Heaven, Theo. King, Jas. McMillan, W. A. Moore, John Sinclair, S. R. Wickett.

An Interesting Presentation

That the "human touch" in industry has not been altogether lost as some pessimists would have us believe is brought out now and again in expressions of goodwill between employer and employee, which prove that bonds of fellowship and sympathy can, and do, still exist. It is a pleasure to hear about such little events as took place at the office of P. B. Wallace & Sons, Toronto, recently. Mr. Wallace has just completed his fifteenth year in the wholesale leather business, and the staff decided that they would like to mark the occasion in some special way. Accordingly they got together and bought a silver-mounted umbrella, which they presented to Mr. Wallace on December 29, as a small token of the high esteem and respect in which they hold him. The presentation was made on behalf of the staff by Mr. Fisher, who at the same time made some interesting remarks briefly outlining the story of Mr. Wallace's career, from the days of his youth at Belmore on Auburn in Huron county, Ont., where he had his first connections with the leather industry as a shoemaker.

A shoe repair shop has recently been opened in Boston in the North Station and here suburbanites leave their shoes as they leave the train in the morning and call for them on their way home at night.

Show Card Writing—Talk No. 9

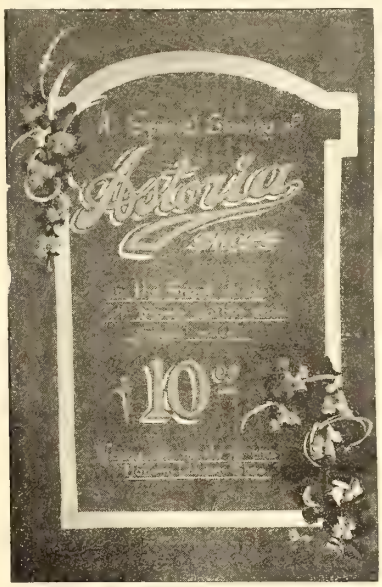
This is the ninth of Footwear's Series of illustrated talks on modern show card writing. The author of these talks has had wide experience in show card work and his hints and suggestions have, we believe, proved, of great value to beginners in the art. Inquiries to our card-writing department will be welcomed and questions pertaining to show card work will be promptly answered. We suggest that the talks be preserved and filed together for future reference.

A few years ago nearly all card writers made their own colors by mixing mucilage with dry color and water. However, with the improved colors now on the market, which are made exclusively for the card-writer, the question of getting suitable and workable colors is a thing of the past.

A color has been put on the market recently which works like a regular water-color with the added attraction of being waterproof. This, however, is not so good for interior work. The regular card colors must be thoroughly stirred before using, and mixed to a proper consistency when beginning work. Thin with water only, taking care at the same time that the color in the brush is sufficiently thick to cover well with one stroke. As stated previously the brush should be full of color but not with any surplus, when about to begin lettering.

Possibly the most difficult part of card writing for many card writers, is the proper selection of colors. We must remember that in color composition the blue recedes from the observer, while red appears to stand still and yellow, we are told, has the appearance of coming forward.

For general work use single color effects, as it takes a man with experience and a good knowledge



of color to combine satisfactorily many colors on one card. Pleasing effects may be obtained by confining

the work on a card to only one color in various shades. Different shades of a color may be made by adding

black or white. Keep your eyes open for good color combinations you may see in show cards and signs and try them out.

As strong contrasts are generally best for beginners we would advise, red or black lettering on white, with the shading in grey or light green; white lettering on black with a red or green shade; black lettering on light green or grey with a red shade. Sometimes, too, the large letters may be done in one color and the small letters in another color.

Practice a row of lettering in one color and shade

with another till you get a combination which pleases, rather than ruin a card by using a poor combination of colors.

The "Empress Shoe" card illustrated is a dark green mottled card with white lettering. The scenic decoration is done in two shades of green with a solid black background.

The "Men's Fall Footwear" card is cream with dark brown lettering shaded with light brown and a border in the same shade.

The "Astoria Shoe" card is made with dark blue lettering on a mottled brown card. The shading is done in light blue, while the flowers and foliage are in shades of pink and green.

The small card for men's sox is done with white letters and decorations on a mottled light blue card. The shading is done in dark blue.

Recuperation of the Hide Market

The hide market seems to be showing a healthier tone than it has been for a considerable time past. Its condition is of vital importance to the shoe trade, if we may judge from our experience when the decline was first encountered. Hides were then the first to be affected, and it is only natural that they should be the first to recuperate at the beginning of a period of returning prosperity. Such recuperation is apparently being brought about at present. To indicate how the situation stands, we will quote a few examples, with comparative figures showing how prices have strengthened from the turning point early last year and how they compare with pre-war quotations. For instance, Chicago heavy native steers were 20 cents in August, 1914, 12 cents on April 9, 1921, the low-water mark, which was followed by a gradual increase during the summer up till December, when native steers sold on the Chicago market for 16½ cents. Toronto packers were asking 17½ cents for this class of hide last month. In country cow hides, heavy buffs were 16½ cents, August 1, 1914, 6 cents on April 9, 1921, remained about at that level during the summer, advancing during the fall to 8 and 8½ cents. On August 1, 1914, country extremes were 17½ cents, in April, 1921, 8 cents, and at time of writing are 10½ cents, with market a trifle easier—they were as high as eleven. In packer stock, heavy native cows were 19 cents in August, 1914, and had declined to 8 cents in April, 1921, remaining about that level during the summer, and advancing during the fall to 12½ cents.

There has been a tremendous business done in goatskins, and one of the outstanding prospects at the moment is the demand for skins for brown kid leather. No large sales are being reported at time of writing. It is stated that all the primary markets have shown a firmer undertone and that the tanners are preferring to wait until the turn of the year to see what new developments will take place.

One indication of the condition of the hide and skin market is the fact that packers were sold on their present kill (at time of writing) up till December and some till January.

The weak spot in the market is calfskins, which have dropped from 20 cents to 16 cents since September. In the spring they were about 14 cents, and the advance took place too rapidly, with the resultant reaction noted.

For the data contained in this review, we are indebted to W. B. Levack & Sons, Toronto.

Style Prospects in Women's Shoes

The style prospects with regard to women's footwear for spring, as he sees them, were summed up for "Footwear" by Mr. Chamberlain, of the Newport Shoe Co., in a recent interview. He places materials in order of popularity as follows: Patent, white kid or calf, black satin, black suede, white suede, brown kid or calf, brown suede. Combinations, he says, will not be shown in top grade shoes, except in cut-out effects. White kid or calf, as noted above, will be very strong for early spring. The sedate one-strap, with its attractive refined appearance, will be a heavy seller. Two-strap and the one-strap side and centre buckle effects, in cut-out patterns, will also be popular. Another feature will be the side gore, which is expected to be much seen in white calf and patent leather shoes. A patent leather front strap cut-out effect is likely to have a vogue also.

Hon. E. J. Davis Celebrates Seventieth Birthday

Hon. E. J. Davis, of the Davis Leather Co., Newmarket, Ont., celebrated his 70th birthday on December 2. The event was marked by the entertainment of the company's employees and their families at a concert in the town hall. A presentation of an illuminated address was made to Mr. Davis on behalf of the staff by its three oldest members, John Fraser, Benjamin Price and Geo. Vale. Mrs. Davis received a bouquet of flowers.

Mr. Davis made a short speech, outlining the history of the big tannery from the time he first entered it as a lad of sixteen. That was 54 years ago when it was but a small concern, and since it had developed to such an extent that it could now claim to be the largest of its kind in the British Empire.

The Advent of 1922 at a Noteworthy Function in Montreal

Mental, Moral and Physical Good Cheer—Co-operation and Optimism to the Fore at the Hall and Hodges' Annual Dinner in Montreal—An Hour or Two with the Wise Ones Who Are Laying the Foundation for Better Business — George Slater's Definition of a Pessimist

Co-operation is spoken of so tritely and practised so ineffectively, that when one attends any kind of a gathering — having for its origin either business or pleasure — where the act of co-operating is translated in its best form, the memory of that gathering remains.

Such a gathering was the annual dinner of Messrs. Hall & Hodges, Limited, held on the 29th ult. at the Windsor Hotel, Montreal.

The toast list — handled to the manner born by Mr. G. G. Hodges — was a brief but interesting one, and co-operation was the keynote. Thus, in replying to the retailers, Geo. Gales discussed briefly the relations existing between the manufacturing trade and the retail trade, spoke of what had been accomplished of late years, and urged still further effort calculated to unite the trade into one harmonious whole.

Don't Blame The Asparagus

The tenor of Mr. Gales remarks was taken up by Geo. A. Slater, who emphasized not only the value of co-operation, but optimism. It was the man who exerted the constructive influence of co-operation, and at the same time contributed to the morale of the trade by diffusing sane optimism, who was the biggest factor in the business world today. He described the pessimist as a man who persisted in starting at the wrong end of the asparagus — and then blamed the asparagus! The shoe trade, like the country at large, must work towards an ideal. The success of the country depended upon developing an aggressive policy of encouraging immigration, and building up a great export trade. The success of the shoe industry depended upon honest effort, honest merchandise and a united front. The really successful business men, concluded Mr. Slater, were never found among those who endeavored to attain the higher rungs of the ladder by treading on their competitors.

The opportunity possessed by salesmen for rendering valuable service to their principals, was the basis of the remarks offered by Mr. G. H. Ansley, of the Perth Shoe Company, in responding to the toast "The Salesman." Salesmanship, in its best sense, was something far better than people generally believed. It formed the connecting link between the manufacturer and the retailer. The salesman was an intermediary, often entrusted with, and exercising, plenipotentiary powers. Of necessity, he must strive to win the complete confidence of both his principals and his customers. The real salesman had no sinecure. Apart from the regular work of his job, he was essential in his capacity of reflecting the viewpoint of the trade and furnishing his employer with helpful information concerning the development of that trade and its needs.

Putting Dull Times to their Best Use

The essentially sane business viewpoint underlay some timely observations offered by the toast-master, Mr. G. G. Hodges, who urged the importance of using times of depression like the present, for laying the foundation of greater business in the future. It was a time for working together and pulling together, and above all, for perseverance. He desired to thank the sales representatives of his own firm for their assiduity in cultivating small business—the fifteen-dollar and twenty-dollar orders. It was sound business to cultivate those orders in times of depression, even though it had to be done unprofitably. When the present depression had passed away the trade would find the real wisdom of having laid the foundation of their business on this policy.

Souvenir, Song and Story

Apart from the educational aspects of the addresses the evening provided delightful entertainment. A novel and enjoyable surprise was sprung upon the guests in the shape of an individual New Year gift for each one present. Each guest's card was numbered, and at the conclusion of the dinner the numbers were called out and the prizes presented. Slippers in many attractive forms were among the gifts. A military orchestra rendered appropriate selections. Mr. W. S. Weldon, Sr., Collector of Customs for the Port of Montreal, well and favorably known to the local business community for many years, entertained the company with a selection of humorous reminiscences, while his son, W. J. Weldon, contributed both song and story with conspicuous success.

As to the refreshments provided, assurance can be given to the good people of Ontario, and to other provinces similarly afflicted, that the nature of the repast was not of a character calculated to restrict co-operation, although it might perhaps be urged as an excuse for tackling one's asparagus at the wrong end—albeit, unintentionally!

Among those present were Messrs. J. E. Warrington, vice-president John Ritchie Company, Ltd., Quebec; H. B. Henwood, manager Bank of Toronto; R. R. Hall, New York; W. A. McLellan, of Palmer-McLellan Shoepack Company, Ltd., Fredericton, N. B.; Fred Mumford, Halifax, N. S.; Frank B. Common and Charles Hale, of Brown, Montgomery and McMichael, Montreal; and E. B. Durham and George Simpson, of the Royal Bank of Canada, Montreal.

A New Star on the Footwear Horizon

In the last issue of "Footwear," an announcement was made regarding the formation of a new wholesale shoe house, under the firm name of Pearson Shoe Co., including in its personnel men very well-known in the Canadian shoe industry. Here we have the photographs of the four members of this concern. Their faces are already very familiar to many of our readers, and many others who have not yet made their acquaintance will shortly have the opportunity of doing so. H. W. Pearson is president; Fred R. Foley, secretary-treasurer; W. J. Drysdale, vice-president; and R. H. Partridge, a director. They are going to the trade with a complete stock of footwear, represented by the brands, "Pearson," "Sunnyside," and "Granite."

Best wishes for their success.

H. W. Pearson

W. J. Drysdale

Fred. R. Foley

R. H. Partridge

No Reduction in Shoe Prices Expected

No reduction in the prices of leather footwear for Spring is anticipated by the Shoe Manufacturers' Association of Canada. The Executive Committee met in Montreal on Wednesday and authorizes the following statement:—

"Reports in certain newspapers and other publications to the effect that further reductions are being made in the prices of boots and shoes are incorrect. They have been traced to their source by this Association and it was found that they resulted from an inaccurate newspaper translation. Reports from shoe manufacturers in all parts of Canada indicate that the manufacturers' prices for Spring will not be lower than those now prevailing. On the the contrary, some increase in prices of shoes may be necessary if the advance in the price of hides continues."

Oysters! Oysters! Oysters!

Oyster Party! Sounds like something different, doesn't it? And also like something very attractive for lovers of the shell fish. Well, the employees of Dupont and Frere, Montreal, held, not their first, but their third annual oyster party on December 3, which marked the funeral of an almost unlimited number of the unfortunate molluscs, as the readers may well imagine when they hear that three hundred persons were present, and it wasn't until Sunday morning that they desisted. Not all the time was spent in eating the oysters, however. There was a big dance afterwards, to ensure digestion. Music was rendered by a splendid orchestra and the hall was beautifuly decorated with flags, festoons and colored lights. A large unmber of representatives of the wholesale leather houses graced the event with their presence.

Notes from Western Ontario

London retailers have just concluded a most successful holiday trade and the end of the year finds the men in the trade looking forward with much optimism to 1922. Seasonable weather was a great help in stimulating business in the later part of December and there was a big turnover of all seasonable lines. Gift buying added to the volume of turnover. Not in many years have local shoe merchants had finer Christmas displays in both stores and windows. Backed by timely advertising these displays produced big results and retailers report a record volume of trade from the surrounding country districts, many buyers having come in from points fifty miles away.

Lessons from Fifteen Years' Experience in Operating a Hosiery Department

One of the first concerns in the Canadian shoe retail trade to install a hosiery department was H. & C. Blachford, Ltd., Toronto. It was some 15 years ago, when still located in their former store on Yonge St., that they entered this new field, and, being pioneers, they had to do some experimenting, with the result that they gained experience on most aspects of the business, and ultimately developed it to a marked extent.

Some of the knowledge acquired in this way was placed at the disposal of "Footwear in Canada" in a recent interview and we are passing it along to the trade, believing that it will prove very valuable to any who may be considering the installation of a hosiery stock:

There are a number of important factors which must be taken into consideration by the shoeman who intends to launch out into the hosiery business. It seems to be fairly generally conceded that it offers a profitable field to the shoe retailer who goes into it with his eyes open and lays his plans carefully beforehand. But rashness must be avoided. There are considerations which some retailers overlook at the outset, with the result that they are often disappointed and sometimes "stung."

Choose Lines that Appeal to Regular Customers

In the first place, the shoeman would not be well advised to start out by installing a general selection of lines such as would be suitable for a dry goods store. He must choose lines that will appeal to his particular class of trade, and it is not wise, nor necessary, for him to stock heavily in those numbers. The wholesale houses stand ready to replenish his stock at very short notice on staple lines and relieve him of the necessity of tying up space and money in goods for future requirements. The theory upon which the shoe merchant should proceed when establishing a hosiery department is that it must primarily be considered as a means of rendering more complete service to the customers he already has, rather than as an independent unit that aims to cater to the needs of the public in general. When he has got it working along efficiently and making good money, then, perhaps, he can afford to do a little experimenting, but at the outset the safe and wise plan is to select only such lines as his regular customers will readily buy.

Generally speaking, a store catering to a women's high class trade is more favorably situated to take up hosiery as a side line than any other,—especially in silk and sport hose. With the whole-hearted co-operation of your salespeople, there is no better opportunity of disposing of stockings than when selling dress slippers. Get the staff working with you, and you'll get results. The general opinion seems to be that the proper way to run a hosiery department is to give some one member of the staff the responsibility of looking after it. If the other members are not credited with hosiery sales, however, they may not always suggest that hosiery may be purchased to match the shoes. This should be carefully watched and kept continually before their attention. It seems to be one case where the monthly staff conference proves very valuable—for there is no doubt that nine times out of ten a woman who has purchased a pair of fancy slippers will be glad to secure hosiery to match if the matter is simply suggested to her and she is directed to the hosiery counter.

Location of store is another factor which must be taken into consideration in relation to hosiery selling and certain circumstances in this connection may justify a shoeman in going pretty strongly into certain lines. For instance, if he is in the "men's block" in his city—the section where the majority of men do their buying, he has the opportunity of developing an excellent business in socks and he may be well advised to make a feature of them. In this case the hose end of the business may be as much a means of securing customers for shoes, as the shoe end of it is an opportunity to secure customers for hose. Consider well the question of competition, however, and be assured that the haberdashers will not allow you to win any of their trade without a struggle. Their personal opinion is that children's hosiery is, as a rule, the most difficult for which to develop a demand in a shoe store. The reason for this is that there is generally no need for the parents to go to a footwear establishment to buy their children's stockings to match their shoes, and as they are visiting the dry goods and department stores more frequently than it is necesary for them to seek the services of the shoe merchant, the natural tendency is for them to secure the children's hose with their underwear and other clothing requirements. Occasionally a shoe retailer may make a name for himself in handling some particular type of children's hosiery that has outstanding points that appeal to his trade, but it seems to be the exception rather than the rule for a shoe store to build up a big

business in the children's lines—except, possibly fancy sox for the midsummer trade.

As a final suggestion, don't let your hosiery business hurt your shoe business. If handled right, it may be a big asset, not only as a profit-maker in itself, but also as an attractive feature which helps to bring more customers to the store for shoes and a splendid aid in toning up your show cases and window displays. A mistaken policy, however, with regard to pushing the hosiery lines may drive customers away. It is possible to be too aggressive. Some of us recall the case of a big chain store system in the United States which did itself serious damage just in this way. It aimed to pay the clerks' salaries out of the sales of hosiery and findings—quite a legitimate and laudable object in itself—but the salesmen were so assiduous in their efforts to load their customers up with these side lines that they succeeded in frightening them away from the store altogether. If customers find themselves cleverly wheedled into purchasing something they really do not require, or pestered to buy when they don't want to buy, they will simply not come back again. One of the essentials to success in handling these special lines is to find the happy medium between over-aggressiveness and lack of enthusiasm.

Silk Hosiery Prices

Makers of silk hosiery who have named their prices on their spring lines may, it is stated, be forced to take another think and revise their figures as a result of the surprising way the raw silk market has skyrocketed in recent weeks.

Early in November the highest grade of Japanese silk was quoted at $6.40 and Sinshu No. 1 at $6.10. The former at the time of writing was up to $7.40 and the latter to $7.02½ on Nov. 24, with the market still rising. Such a difference in price, if maintained for any length of time must show some effect in finished goods prices. There can be no argument there. The question is, can the higher raw prices be maintained?

Higher prices on silk hosiery would be very likely mean a proportionate demand for seamless and mock-seam goods.

Hosiery Sizes

The size number in hosiery is always, or should be, the same as the number of inches from toe to heel. Thus, size seven will measure seven inches; size seven and a half, seven and a half inches. Hosiery that does not conform to this rule is not up to standard and should be returned as such.

Below is a list showing the hosiery sizes with the corresponding sizes of shoes:

Men's

Size of Hose	Size of Shoes
9½	5½ or 6
10	6½ or 7
10½	7½ or 8
11	8½ or 9
11½	9½ or 10

Women's

8	2 to 3
8½	3½ or 4
9	4½ or 5
9½	5½ or 6
10	6½ or 7
10½	7½ or 8

Children's

4	1½
4½	2
5	2½ to 3½
5½	4 to 5½
6	6 to 7½
6½	8 to 9½
7	10 to 11½
7½	12 to 13½
8	1 to 2
8½	2½ to 3½
9	4 and 4½
9½	5 to 5½
10	6 to 6½
10½	7 to 7½
11	8 to 9

A Slogan With Your Signature

Have you a slogan in your signature? Some live shoe merchants are finding it a good advertising stunt. When they write to their customers, or to prospects, they use some such phrase in closing as, "Yours for foot comfort," "Yours for shoe satisfaction," etc. The idea seems to be a good one and capable of original applications.

Geo. A. Slater, Limited Open Sample Room

Geo. A. Slater, Limited, makers of Invictus Shoes, have opened an uptown sample room at 308 Lindsay Building, Montreal. This will be a great convenience to the trade as the location, corner of St. Catherine and Windsor Streets, is handy for both city and out of town retailers.

The Redoubtable Four-Buckle

That four inches (more or less) of silk stocking that one sees so frequently flickering twixt the top of a four-buckle artic and the bottom edge of a seal coat leads us to the conclusion that the calf is a polar animal.

And it's a mystery to us how the old four-buckle (highly sensible and servicable piece of wearing apparel though it is) ever climbed into the elite society of seal and silver fox and other aristocrats of the winter season—unless it was that some ingenuous movie star (if such there be) conceived the idea that the name "artic" indicated derivation from the skin of some highly-prized denizen of the frozen north.

A mystery how the Four-Buckle ever climbed into elite Society

Western Canada Shoe and Leather Findings Association

Discuss Many Topics of Interest to the Trade at Annual Convention in Winnipeg

On December 12th and 13th the third annual convention of the Western Canada Leather and Shoe Findings Association was held in the Fort Garry Hotel, Winnipeg, where about thirty delegates from all over Canada and several from the United States, assembled to discuss affairs relative to the leather and shoe findings trade.

The association while young in years is made up of a very aggressive and energetic group of men, of high ideals.

The convention was opened by a brief address from Mr. R. B. Francis, of Vancouver, president of the association, which was followed up by an address of welcome from Mayor Parnell of Winnipeg. The morning session closed with a talk by A. E. Spriggs, of Trees Sprigg Company Limited, Winnipeg, his subject being "Trade Associations, their Aims and Objects—What we have done and can do." The speaker said that all members of the association should do everything in their power for the betterment of the trade, and try and bring about better conditions—Mr. Spriggs was delighted with the better feeling that now existed among different firms competing in the same lines of business—before the association was formed it was a case of trying to put one over on the other fellow, to-day the trade was working in splendid harmony, and the feeling of good fellowship which was now in evidence was hardly known before the formation of the association just over two years ago. The feeling of jealousy so often noticeable in the absence of an association was absolutely a thing of the past. The stabilizing of prices which did not necessarily mean increase in profits, but made for a steadier market, was an important matter, in which good headway had been made of late. "Competition is the life of trade", and one of the objects of the association was to have the members play the game fairly, thereby disposing of the underhand competition that often existed. Mr. Spriggs concluded by advising those present to always try and educate the shoemaker not to cut prices and to remember that service and courteous treatment were the stepping stones to success.

The afternoon sesion on the first day was taken up with the secretary's report, which was followed by a talk from D. J. Hutchings, of the Great West Saddlery Co., Calgary, his subject being "Surplus Stocks and How to Move Them." He pointed out that surplus and dead stocks were a disturbing element in business to-day, and that in order to keep one's overhead down, careful thought and foresight as to impending future conditions were necessary and recommended the purchasing of smaller quantities at frequent intervals rather than placing of larger orders periodically.

Various discussions brought the afternoon to a close.

1st Evening Session

The association had extended invitations to the Winnipeg shoemakers and retailers—in fact anyone interested in the leather business—to attend the evening session, which was held in the Board of Trade building. It was indeed, an agreeable surprise to see the large attendance, especially of shoe repairers, at least 100 of the latter being present. Mr. George Wheeler, manager of Kilgour-Rimer Co. Ltd., who officiated as chairman, said that he had never seen such a representative gathering of shoemakers before, in fact he did not know there were so many in the city of Winnipeg. The speaker stated that slightly over two yars ago, before the association was formed, most of the leather and findings men were cutting prices and not making any money. They had been accused of holding up prices, but no profiteering had been going on. The shoemaker had not been getting sufficient returns for his work. He was a very hard working man; in numerous cases a shoemaker would work from 7 a.m. until as late as 10 p.m. or even 11 p.m., but he found that the more aggressive shoemaker had installed machinery and was therefore able to turn out three or four times the amount of work, and usually able to close his shop at 6 p.m., the same as any other merchant.

Mr. Walter Wait, secretary of the association spoke on "The Association and its Aims". His address follows:—

Trade Associations: Their Aims and Objects

Purpose of a trade association:

A trade organization formed for the purpose of looking after the interests it represents generally has set its objective at maintaining the following.

(1) The establishment of fair and just competitive methods.

(2) The ensuring of honesty in merchandising for the mutual benefit and protection of everyone from manufacturer down to the eventual consumer.

(3) The striving to promote, and ever increase by up-to-the-minute methods, our volume of business, thus enabling us to build up a substantial trade and better serve our customers.

(4) The obtaining of a proper distribution of merchandise and prevention of the accumulation of surplus stocks which so greatly hurt a profitable business.

(5) To eradicate by open investigation and discussion, trade practices and abuses that are detrimental to ourselves and our customers.

(6) To protect its members from avoidable losses through the extension of a larger credit to the man than is necessary for the successful handling of his business.

(7) The obtaining and compiling of all available information and statistics of interest to the trade in general.

(8) And lastly to be ever on the alert to oppose

unjust and unreasonable legislation, taxation, tariffs, freight rates, etc.

These comprising and covering the necessary activities of a trade association, tell us just what such an organization is and what it is for. To put it in a nutshell, a trade organization is created for the purpose of promoting harmony and goodwill amongst all units of the industry.

The next question is, "Why is it necessary or desirable?

Why Necessary

Little need be said as to this when we consider that it has become necessary for even nations to associate together for the protection of even our lives and those of our families. We have not to think very deeply to realize that the very success of our community, city, province and country hinges upon the result of the association of different bodies of humanity, all endeavoring and striving to bring about results that will build up better men, better business and a better country.

Results to be Derived

And now the chief point, I want to dwell upon is, "What is the result of a trade association?" No longer than ten years ago business was transacted on a very different scale than to-day. At that time my own outlook upon life in general was very different. I then started out in the morning to procure what I could through whatever measures were necessary regardless of the other fellow. If I was the stronger I won out and the other fellow lost. In other words we trod down, wrecked and ruined to gain our objective. And by wrecking I mean for example such practice as selling a customer an article of inferior grade, charging for, and giving the impression that it was of a superior grade.

The association spirit which has swept through the country during this period has slowly but surely taught us that any success based upon these principles is not desirable and it might be put in the form now that trade to-day has jumped away from the wrecking crew and into the construction gang. We all must build up and serve to the best of our ability those with whom we do business.

For instance: The wholesaler cannot be successful unless the retailer is successful and the success of the latter depends more or less on the success of the consumer, whose success in turn hinges upon the success of the producer and manufacturer. Break any one unit in the cycle and you destroy all. And so an association, no matter what unit of an industry it represents, to be successful, must work along in harmony and unison with all other units in order to ensure its own success and warrant for existence.

I recently heard of a case where practically the wealthiest man in one of our cities was refused membership in one of the local clubs on account of the fact that his financial success had been built up on entirely selfish principles. This again is evidence that the association spirit is changing around the whole atmosphere in business circles to-day.

If you have not already heard this, just think it over again and again:

You have a dollar. I have a dollar. We swap. We each still have a dollar. But you have an idea. I have an idea. We swap. We each then have two ideas.

Does this alone not suggest the desirability of men in the same industry getting together for the discussion of their problems?

Criticism Levelled at a Trade Association

It has on one or two occasions been suggested to me that that the association spirit is liable to diminish competition. My arguments and experience are absolutely to the contrary. Does a close acquaintanceship with your friend Bill Smith make you any the less anxious to get ahead of him at every possible opportunity? On the contrary, your acquaintanceship with him is going to stimulate you to exert every possible effort to get ahead of him. But—and mark these words—through knowing and understanding Bill well, you are going to get ahead of him by fair and honorable tactics only.

Distrust and Suspicion

Now another criticism which we occasionally meet is that a trade association is liable to engender a tendency to fix prices to the detriment of one's customers —to the average man in the street, this appears to be the main purpose of a trade organization. As I have already inferred, any association founded on selfish motives, is doomed to eventual failure. There can be no other result.

Price fixing, as it is commonly understood, therefore, cannot be tolerated in any trade association. It is not legitimate. During the unsettled period we are at present passing through from prosperity to reaction, competition is so intense that when a competitor can put out the same finished article as I handle, at a lower price than I can, it is perfectly legitimate for us to get in touch with that competitor, comparing overhead etc. and find out how it can be done.

There is no bigger and more useless wastage that I know of in our country to-day than that incurred through the loss of bad and uncollectable accounts receivable. It is the business of an association to endeavor to bring about such conditions that every unit of its industry obtains a fair, just and adequate return upon its investment, whether that investment be labor or capital. The moment one unit commences working or selling for less than an adequate return, then it is time to look out for the capital and time of the next units to be unjustly dissipated and lost. And this going the round of the cycle brings on that periodical unpleasant state known as a financial stringency. I could cite many instances where businesses I have been acquainted with have gone into bankruptcy at the expense of their creditors, thereby increasing the latter's overhead through an insufficient knowledge of the cost of doing business; whilst others have been pulled out of financial difficulties when this phase of their business has been investigated. Competition to-day is so keen that there can be but little difference in the prices of competitors keeping their business in a legitimate solvent condition and therefore able to take care of their obligations in a satisfactory manner, ensuring through the co-operation of man with man as I have said before, better citizens, better business, and a better country to live in.

Maintaining an Association

I have now given you my idea of what an association should be, the results to be derived from one properly conducted, and attempted to answer the chief adverse criticisms that are leveled at an organization such as I have referred to. We have now come to the

point where a word might be said in regard to what is necessary to successfully keep an organization in existence.

When an organization is not large enough to warrant the establishment of a separate office together with a fully paid staff, each individual member must from the very commencement of the establishment of the association set apart some of his time towards shouldering the burden of making the association worthwhile. The least possible duty a member can take care of is the payment of his annual fee. Many members unfortunately think that this item is all that is expected of them. An association cannot long be expected to exist unless it is making progress and proving itself to be of benefit to the industry which it represents and unless, therefore, all the members assume part of the work of carrying it along, an organization which perhaps started up very enthusiastically is doomed to be eventually wound up from decay. It is very difficult to make members appreciate this. The average member without giving any of his time or thought to the organization often wonders what he can do.

I think I have dealt with this subject as fully as possible over short time and will wind up my remarks by reading a cutting made from one of our papers a few days ago:

"You may dream great dreams for the future,
You may fashion and scheme and plan,
But you will never see those dreams made real,
Lest you will work with your fellow man."

One of the shoemakers present said he felt the gathering was a case of capital and labor getting together, and thought it would be a good idea to form an association for shoemakers, which was heartily endorsed by most of those present.

E. H. Chapman, representing Footwear in Canada, spoke briefly on the advantage of the local shoemakers forming an association. He illustrated how various other industries had organized, and the splendid results that had been obtained by "getting together" and helping each other instead of knocking one another, and assured the shoemakers that he, as representing "Footwear", would do everything possible to assist in the forming of an association, and the betterment of the trade.

Mr. Francis, president of the Leather and Shoe Findings association, gave a very fine address, which is printed herewith:

There Are Good Profits in Shoe Findings

If You Show the Goods, Give the Service and Use a Little Salesmanship—Every Customer a Prospect for a Findings Purchase

As I understand that in this gathering tonight we have both shoe dealers and shoe repairmen I will have to try to separate my remarks into two sections.

I believe that the shoe dealers as a whole are fairly well convinced that they derive a great deal of benefit by the sale of findings so I am going to start in on the shoe repairmen first.

There is an old saw "Let your head help your hands", and I think you will agree with me that this is commonsense. Yet any number of repairmen refuse to let their head help their hands by not getting their share of the sales of findings. Either they do not carry a stock of findings or else what stock they have on hand is poorly displayed and very little effort is used to make sales. Many repairmen pay little or no attention to making a window display of laces, polishes, insoles and other lines of findings or if they do make a display they change the window so seldom that the goods displayed become dirty, sunfaded and the window is not attractive to say the least.

Show the Goods and See the Result

What would be the effect of a nice clean window with a well arranged display of laces, polishes, insoles, rubber heels, a skin of upper leather and possibly a pair of shoes, one repaired, and shined up, and the other ready for repair? It would mean increased sales of findings that would afford the repairman a very nice margin of profit and the profits on findings sales would go far toward paying the rent. I know shoe repairmen in my home city who pay all the rent with the profits from the sale of findings. Unfortunately these men are only a small percentage of the number of repairmen in Vancouver.

The shoe repairman is up against the same problem that every merchant whether retailer, wholesaler or manufacturer, is trying to solve. That is, the public are demanding lower prices for merchandise, while the merchant is up against a smaller volume of business, with an increasing overhead expense. The merchant who wins out under these trying conditions is the one who increases his efficiency and makes every minute of the day count.

I say to you shoe repairmen that you can increase your profits by selling findings.

Clean up your shop window, put in an attractive display of shoefindings, see that your stock on the shelves is well arranged. Use the display cards furnished by the manufacturers of nationally advertised lines. If necessary spend a little money on a small show case in which to show the goods and at the same time keep them clean, and then—

Don't expect the goods to sell themselves.

Every person that comes into your store is a prospective customer for shoe laces, insoles, polishes, dubbin and waterproofing compounds. You do not have to live in a wet country like B. C. to sell your customers waterproofing compounds. How many of you Winnipeg repairmen have tried to sell your customers Dri-Foot, Viscol or whatever line you handle with the idea that the use of the compound will keep the uppers soft and pliable and prevent cracking.

Bringing Customers Back

As long as the uppers are good, your customers will come back to you for a second or third resoling job instead of throwing the shoes away. This may also mean the sale of a second or third pair of rubber heels, another pair of laces, etc. So when the shoes are being wrapped up ask the waiting customer if he needs any laces, a pair of insoles, a tin of shoe polish or dubbin. Only the most surly customer would ob-

ject to your trying to sell him something he needs every day. .....

This old world of ours is moving right along and we have to move with it. Just think of the shoe repairer of ten years ago, seated on a stool, finishing the edges and heels with a bit of sand paper or a piece of glass, getting up from his stool after 10 or more hours so hump-backed that he could not stand up straight, and compare those conditions with the up-to-date repair shop with a finishing machine, stitcher, jack and the other small machines that enable the proprietor to turn out many times the number of shoes in less time than the old way, lock up his shop at a respectable closing hour and go home with a straight back.

What a Little Enterprise Can Do

I know one man in a small town in B. C. who two years ago had very little money. He went into debt to the extent of a stitcher and finisher and in two years sold out with $2000.00 cash in his pocket, a good car and his debts all paid. This man had his living, went through a lot of family trouble and still could clean up as I have just mentioned.

I believe that the next ten years will show just as much improvement in the shoe repairing trade as the last ten years have done and I further believe that the sale of findings by the repairman will have a lot to do with this improvement.

Take the sale and use of rubber heels. You all know how many rubber heels were being used ten years ago. I know that in those days we used to carry about 2 gross in stock and wonder if we were ever gong to get rid of them. To-day we do not dare to let our stock get very much lower than 100 gross or we cannot supply the demand. Information given us by the rubber heel manufacturers lead us to believe that not half the people are using rubber heels. Rubber heels are on of the most profitable lines that a repairman handles. Why not ask every customer that comes into your shop if he or she does not want rubber heels?

Rubber Heels for the Kiddies

Ask the children as well as the men and women. Every man in this audience that is a proud father knows what a racket the kiddies make around the house. Why not sell the idea of rubber heels on children's shoes to the parents who come into your shop and also sell the idea to the children themselves. The mothers will bless you for the lack of noise and the saving on carpets and floors.

I could go on this way for some time but I think I have been able to show you my ideas on this subject and I sincerely hope that I have been of some service to you.

Now for the shoe dealers. As I stated a while ago, I believe that many shoe dealers are convinced that shoe findings are a good and a necessary line for them to handle. On the other hand I have heard some dealers say that they could not be bothered with such small sales. True, this was about two years ago when shoes were high priced and the profit on the sale was greater in dollars and cents than it is to-day. But even then I felt that the dealers who did not handle findings were making a mistake and it is most certainly the case to-day.

Shoe findings such as laces, polishes, insoles, arch supports, heel cushions, heel liners, tongue pads, etc., net the dealer a very good margin of profit, are usually a quick sale and sometimes the fact of having a findings stock on hand helps the sale of a shoe.

Making Permanent Customers

Take the case of a customer coming in for a pair of shoes and in fitting the shoe you find the customer has foot trouble of some sort. If you can relieve that trouble by suggesting the use of some of the foot appliances now on the market, you certainly make the sale of the shoes and you make a permanent customer for your store.

If you feel that the sale of small shoe findings takes too much time of your higher priced clerks, install a girl or bright boy to handle this line. You will find the profits more than pay for the wages and you have earned the reputation of being an up-to-date store offering the best of service to your customers.

Let me say in closing to both the repairmen and shoe dealers. That it is not necessary for you to invest a great deal of money in a stock of shoe findings. You can be reasonably sure of getting supplies from your local wholesaler at short notice. This method of buying keeps your investment down to a minimum, turns your stock often and keeps it up-to-date.

Buy in Small Quantities

Don't let a concession in price tempt you into buying large quantities. It pays you far better to buy in quantities that you can sell quickly than to have to put lines on the job counter because they have gone bad or become out of date. There is not much profit in buying a large quantity to save 5 per cent and then have to put the last of the line out at 5 cents each where the article cost you 10 cents. In my own business we practice this method of buying. All this year when suede were popular, we were bringing in suede powders by express rather than buying large shipments by freight. The express shipment naturally cost us more but at the end of the season we only had a few dozen on hand and in the most popular shades.

You have already discovered that I am not a public speaker, but I can assure you that I am very glad to have had the chance to address you and if my talk has helped you in any way, I have fulfilled my mission. The idea of our association is service, believing that when we help our customers we help ourselves and I know that any of the Winnipeg members of our association will be glad to help you to solve any of your problems if you will only call on them.

Modern Methods and Modern Machinery

C. M. Abrams, of Minneapolis, the next speaker of the evening, chose for his subject "Modern Methods and Modern Machinery." Fifteen or sixteen years ago, he said, practically no shoe repairing was done by machinery. About that time only one man had power machinery in Minneapolis, but some thirteen years ago a few small machines were manufactured which made it possible for the small shoemaker to modernize his shop. The speaker claimed that most repair shops to-day had installed machinery. The day of the old-fashioned 8 foot by 10 foot shop was more or less a thing of the past, as to-day a shoemaker could buy machinery on the monthly payment plan, which was of great assistance to the small man with a limited capital. One of the first things a shoemaker should realize was the necessity of a clean, well

kept shop. Some men had dirty windows that you could not see through, and did not sell their service to the man or woman who patronized their shop. Another big mistake was in leaving the goring in shoes, where for 15 cents he could make a real job, and also in overlooking the placing of new laces in shoes where required. The customer would not complain of the small extra charge, in fact would appreciate the service

With modern machinery a shoemaker could turn out at least three times as much work as by hand. A questionnaire sent out to buyers of machinery revealed the fact that 75 per cent of those who had installed machinery had paid for same within 12 months, and in some instances they had only taken three months to pay,—in the latter cases it was generally found that the shoemaker had a down-town location. Mr. Abrams concluded by advising those present to be keen in what they paid for their merchandise, but to watch their selling, that was where the money was made.

Mr. Oliver M. Brooks, of the United Shoe Machinery Co., gave an interesting address, his subject being "The Advantages of Modern Methods of Shoe Repairing."

Advantages of Utilizing Modern Methods in Shoe Repairing

Can You Call Yourself an Up-to-date Repairer? Are You Giving Service Comparable to What You Demand from Men in Other Lines? If not, it is Your Own Loss

In speaking of the advantages of modern methods of shoe repairing, I am taking a subject in which I am rather intimately associated, since, as a good many of you perhaps know, I was actually connected with shoe making and repairing for a number of years, and my present connection with one of the largest shoe machinery houses is one which brings me into close contact with shoe repairers thoughout the Dominion. You will therefore understand the allusion if I speak of the shoe repairing as our trade.

The advantages of modern methods of shoe repairing as I see them are threefold: The advantages to the community at large, the advantage to our trade in general, and the many advantages both physical, financial and moral to the individual in particular who practices them.

The Public is Seeking Economies

In these times of the high cost of everything, when, after we have paid income tax, the landlord and a few of his relatives, about all we are allowed to keep for ourselves is the ten commandments, the question of economies becomes of considerable importance to the community, and not the least of these to the man with a family is the matter of economical shoe repairing.

The modern shoe repairer who offers the public the advantages of a really up-to-date shoe repairing system is giving a public service—filling an important place in community economics—justifying the existence of his business in the scheme of things as a genuine community economy, and elevating our trade to the dignity of an essential industry.

For some reason or other shoe repairing has never been regarded with the highest respect or considered to have the dignity that is accorded to some of the professions, and I think perhaps the reason for this and the remedy thereto is with ourselves. The public value us largely at our own estimation, and I am of the opinion that shoe repairers have never held themselves or our trade in sufficiently high esteem to compel the respect that is accorded to some other professions and businesses.

Raise the Trade in the Estimation of Community

The manner in which we equip and operate our shoe repairing business—the methods which we use, go a long way to forming this public estimation of our trade. Remember this, that the man who is conducting a commendably up-to-date business, even if he is your competitor—your actual rival—is worthy of your utmost respect, because he is helping to elevate our business— your and my chosen trade, in the eyes of the purchasing public.

Frequently you will find shoe repairing businesses conducted under conditions that are well nigh deplorable, in some obscure little shop and amid dirt and surroundings that shoemakers themselves would not tolerate in any other line of business. Why should the public be expected to respect or look up to a business conducted under such conditions, or to patronize a business that we would not patronize ourselves if it were connected with any other trade or calling? The responsibility of the man who is conducting a business to-day is more than individual; it is universal to his trade, and is partially responsible for forming the public opinion of his chosen calling as a whole.

Are You Giving Service Comparable To What You Demand?

In the matter of using modern methods in their business, some shoe repairers are surprisingly inconsistent—even to the point of being a joke—if it were not of such vital importance to the prestige of shoe repairing. But it ceases to be a joke when our trade —and that means ourselves—loses prestige.

Probably you have all met the shoe repairer who lives in a nice up-to-date house or apartment, who gets up in the morning from a comfortable spring bed, turns on the heat a little in the radiator, goes into the moderately appointed bathroom, turns on the hot water, shaves with the latest in safety razors and antiseptic cream, walks into the dining room, switches on the electric light, enjoys a little electric toast and a cup of coffee from a percolator, reads the morning paper, left by an up-to-date enterprising news agent and containing news flashed from all over the world by wire and wireless—glances at his watch, a modern marvel of mechanical ingenuity, and proceeds to business,—perhaps in an electric car—opens the door of his shop with a vest pocket edition of safety key for the night latch—to what?—frequently to a business that is still

conducted as it was in his grandfather's time— a relic of the tallow candle and stage coach days.

A repairman, in short, who is exacting in his requirements of others, modern in his living, up-to-date in everything except his own business methods.

The question perhaps arises as to exactly what is an up-to-date repair business. How shall we know when this stage has been reached? This question is a little difficult to answer in an exact definition, since districts and the requirements of districts vary, and what would be considered as desirable in one district would be almost intolerable in others. But here is a little example I have sometimes used to illustrate the point, and by which you can decide the question for yourself. It will tell you what might be considered up to date in your district.

Try Your Own Business by This Test

Just suppose with me for a moment that you are not shoemen—do not do repairing—and are in no way connected with the business. And suppose that you live in about the same district under similar conditions to which you now live. And suppose you are entertaining a little party of guests, perhaps from out of town—as you quite probably sometimes do. Among the guests there is a little niece, or a lady friend whom you think quite a deal of—and one morning she makes a remark—just as these sweet young things are apt to do: Oh! Uncle Joe'y—it's just stupid—see how my heels have all run down,—they look a fright and I can't go out with you like this. Would that constitute a problem to you or would you just smile and say. Oh! that's nothing, tootsie—just run down with me to Jones' Shoe Craft Parlors and they will have you all fixed up like new in less time than I can go and get a shoe. Is there a shop in your vicinity to which you would take your lady friend, secure in the knowledge that she and her work would be handled in a manner that you would demand for your best friend? Would you take her to your shop as it is now constituted or would you decide that there is nowhere in the district to which you would care to introduce her? Your answer gives the answer. Remember this is not altogether an idle supposition. For there are frequently people right in your district to whom this is an actual problem—who are looking for just this repair service and who are ready to pay for it in hard cash. The advantages of many modern methods to the individual in his business should be so apparent to every shoeman that they do not need pointing out or discussion.

The increased efficiency, the greater capacity with corresponding increased profits, the improved working conditions and the added prestige and dignity, the increased self-respect coming from modernized business methods, are points which no repairman can afford to overlook.

What Machinery Has Done for the Repair Trade

The introduction of efficient and practical machinery for shoe repairing has been revolutionary in lifting a burden of toil and drudgery from the business, and has perhaps been the biggest factor in assisting to elevate our trade to the point where it will bear comparison with other lines of business. Few really important repair businesses are conducted without machinery to-day, while some of those that are using machinery and modern methods have grown to points far beyond their fondest dreams. Yet occasionally I have come across shoemakers, sometimes little communities of them, who really question, or pretend to question, whether it is really worth while—whether it really would pay to put forth that little extra effort, enterprise and investment necessary to modernize their business.

In travelling over the country among shoemen, the advantages of modern methods of repairing to the individual have become instantly and strikingly apparent, in the improved workings, the bettered living conditions and more contented employees. While in those sections where old conditions are clung to, I can usually depend on finding my man working after other businesses are closed,—toiling away in the mistaken belief that long hours and slavery are the only way of earning a decent living from shoe repairing.

An Example of Up-to-the-minute Repair Service

While down in Nova Scotia recently I met just such a man whose business was inspirational in times like these. I feel free to speak to you about him without being personal, because his name was mentioned in connection with the last issue of Footwear in Canada. He is conducting a repair business in New Glasgow, Nova Scotia, and the inspiration lies in the fact that with only 8,000 of a population—facing competition, and notwithstanding another difficulty in the fact that the principal industry, the steel works, is shut down, he was keeping five men and a large Goodyear shoe repairing outfit hard at work—and had work piled up that would take three weeks to finish. It did me good to spend nearly a day with this man who is just a quiet, modest, but powerful, living example that it can be done.

I asked him to what he attributed such an apparently successful business at a time when other business men were complaining. He considered for a moment and then replied: Good work—Service—Advertising—and living up to it.

The shoe repairing trade to-day could do a lot worse than adopt as its slogan, John Gornes descriptive answer to my question: Good work—Service—Advertising—and living up to it.

Discussion on Leather Prices

Various discussions followed; one of the shoemakers complained about the price of leather, wanted better prices, so as to enable him to give his customers a better price. Mr. Francis replied that no one can accuse the jobber who handles shoe leather of profiteering. The price was not more than the overhead warranted. The jobber deserved a fair margin of profit, which he did not get; it cost 25 cents to deliver a roll of leather, apart from service. Mr. Abrams said he had been in the leather business all his life, and knew that the jobber sold leather, like the grocer sold sugar, with hardly any profit. Not only did the shoemaker ask for the best hide, but very often the best part of that hide.

Mr. Wheeler stated that the Western hide did not enter in the field of high grade leather, as usually it was taken off by inexperienced hands, was full of warble holes, not dried, half cured, rotten, and only suitable for making glue. The No. 1 oak, which had to be imported, was the feasible leather, and it was expensive on account of freight, duty and exchange.

Shoe Repairer Gets Benefit of Every Reduction

Mr. Ed. Dowdell, manager of the Great West Saddlery Co., told the assembly that if leather drops 1 per

A group of leather and findings men from eastern and western Canada and Minneapolis who attended the convention of the Western Canada Leather and Shoe Findings Association at the Fort Garry hotel. They are, left to right, front row: G. A. Gatling, A. E. Spriggs, John Allan and George Wheeler, all of Winnipeg; second row: Walter Wait, Calgary, secretary; O. M. Brooks, Montreal; A. L. Baldwin, Calgary; R. B. Francis, Vancouver, president; P. G. Spriggs and C. M. Adams, Winnipeg; back row: S. H. Andrews, Reginald S. L. Abrams, Minneapolis; D. J. Hutchings, Calgary; W. J. Whittaker, Saskatoon; H. A. Morrish, Vancouver; E. R. Dowdall and H. G. Hutchings, Winnipeg.

cent, the wholesaler gives the shoemaker the benefit of the decrease. The trouble had been that the shoemaker had been afraid to ask a decent price for his work. "Figure out your overhead at the shop," he said, "then the upkeep of your home; do a good job and you will always find that the public is willing to pay for it." Mr. Dowdell strongly advised the shoemakers to form an association, and thereby be able to establish standard prices, and better methods of running their businesses.

It Pays to be Prompt in Paying

The morning session of the second day was started with a short talk from Mr. Marlow Adams, on "How we check up slow payers." He stated it was the policy of his firm to take the word of their travellers as to what kind of a shop a repair man keeps, and his moral standing. They were willing to try anyone for 30 days, if a bill of 30 days was not paid, it was going to be considerably harder to pay one of 60 days. Credits given in Western Canada had ruined more men than anything else. The man paying cash for his goods, usually paid for the man getting credit.

Mr. Doug Hutchings, of Calgary, said his firm had cut down on the length of credits, and their books were in better shape to-day than ever. Considerable further discussion along this line followed. When plans for the future came up for consideration, it was decided to hold a permanent annual convention at Calgary, the next one to be held on the second Monday and Tuesday in September 1922.

Officers for 1922

The election of officers for 1922 resulted as follows: Hon. President, S. L. McCracken, of Calgary; president, R. B. Francis, of Vancouver; first vice-president, Geo. Wheeler, Winnipeg; second vice-president, D. J. Hutchings, Calgary; secretary, W. Wait, Calgary; treasurer, S. L. McCracken, Calgary. Executive—A. E. Spriggs, Winnipeg; S. Andrews, Regina; H. A. Morrish, Vancouver.

The afternoon was taken up by general discussions among the members of the Association.

The convention was brought to a close by a very enjoyable dinner.

Annual Meeting Toronto Repairers' Association

Thursday, Dec. 8, was the date of the annual meeting of the Toronto Shoe Repairers' Association and the occasion of the election of officers for the ensuing year.

A motion brought forward by Mr. Chas. Robertson, and seconded by Mr. Walter Burnill, regarding the secretaryship, was the cause of some discussion. There had been some difficulty in securing a nomination for this position owing to the duties involved and the time required to fulfill them. Mr. Robertson's resolution therefore proposed: That the secretary's fees be $1.00 per member and that the position be open to members or members' sons. This suggestion was approved of by the meeting and the motion carried unanimously.

Officers Elected

In accordance with a ballot taken by mail, and which allowed every member the opportunity of voting, Mr. Arthur Butterworth was declared elected president for the coming year, and Mr. J. L. Weir, vice-president. The members of the new executive are as follows: Chas. Robertson, Walter Burnill, N. E. Dollery, D. Pretty, G. K. Hendry. The retiring president, Mr. Burnett, was elected treasurer.

As to the secretaryship, Mr. Duncan stated that he would take it up with his son and see whether he would be willing to undertake the work, and so the matter stands in the meantime.

Following the election, Mr. S. Burnett retired from the chair and the gavel was assumed by Mr. Arthur Butterworth, president-elect, who made a short speech thanking the members for the honor conferred upon him, promising his efforts on behalf of the association, and asking the support of each and everyone during the coming year.

Mr. Butterworth moved a vote of thanks to the retiring president, Mr. Burnett, which was seconded by Mr. Burnill and enthusiastically carried. A hearty vote of thanks to Mr. Jesse Merchant, the retiring secretary, was also unanimously carried.

Getty Scott Exhibit at Made-in-Galt Exposition

The Getty & Scott exhibit at the Made-in-Galt Exposition was a well-arranged and attractive one, and would have drawn attention under any circumstances, but what gave it distinctiveness and singled it out from surrounding displays was, after all, the "feminine touch." Mere man may design, and manufacture, and lay-out, and arrange, and decorate, and put across the sales talk, but when it comes to presenting the goods in a manner that secures the instinctive atten-

tion of the most casual observer, that makes the critic forget to criticize, and the opposition forget to argue, commend us to a pretty girl. That, apparently, was the idea Getty & Scott had in mind when they outfitted Miss Dorothy Fallen in a suit of kid leather and shod her in Classic shoes, and had her as a charming representative of the company at their booth. The photograph herewith shows Miss Fallen in her unique costume, typifying the finest of kid, as used in Getty & Scott footwear.

The Surpass Shoe Company

An announcement that has recently been made regarding the transference of the interests of the Walk-Over Shoe Company in Montreal has been causing keen interest in retail circles in that city. The Surpass Shoe Company, a purely Canadian concern, has been organized and has taken over the Montreal store of the Walk-Over Company. The new firm is entering the field under the management of S. E. Wygant, who has had fourteen years' experience with the Walk-Over organization, part of which time was spent as manager of their store. The other officers of the Surpass Shoe Company are G. G. Hodges, president, and B. R. Racey, secretary-treasurer.

It is rumored that Mr. J. J. Kilgour, late of Kilgour-Rimer, wholesale shoe men, Winnipeg, will return to the shoe business about the 1st of January. Mr. Kilgour sold out to other interests about two years ago and has been living in Vancouver for the past year.

Let's All Join!

A Courtesy Club! Sounds like a promising idea, dosn't it? It's a feature of a new and up-to-the-minute department store recently opened in the wide-awake West. There is also a courtesy judge. The firm state, "The watchword of our store is courtesy. We believe in advertising extensively in every legitimate way. We believe in pursuing every known method to get trade, but the one infallible formula for getting trade and holding it is **courtesy.**"

Hence the club, and the judge. Every month a cash prize of $5.00 is awarded on each floor to the employee winning the greatest number of points for courtesy and honorable mention is given the second place. The winners receive in addition to the cheque a laudatory letter signed personally by a member of the firm.

An honor roll is posted on the main floor near the elevator showing the names of the winners each month and not only do the employees, but also the customers, take an interest in it, and the latter frequently ask to be waited upon by a member of the staff shown on the roll.

Any act of courtesy on the part of an employee reported by a customer counts 20 points and for a discourtesy all points marked off.

A Neat Price Ticket Stand

The cut herewith illustrates something a bit different in the way of price ticket display. These little stands, (the illustration is about one-half actual size) are made of celluloid in ivory or black. The card illustrating the price is removable and cards to fit the frames are furnished in any denomination used by the shoe trade. Not only can the frame be used on the

stand as shown, but it has a slip tongue at the back which allows of its being very readily affixed to a shoe. It is also provided with a shank for receiving a plain pin, by which it can be attached to any soft material. A noteworthy feature is the transparent celluloid window, which protects the card from soiling.

This "Idealoid", as it is called, is manufactured by the Western Novelty Mfg. Co., of Cleveland, and is also produced in larger sizes for more elaborate cards.

What's new in shoes?

"Same old corns and bunions is all the information we can supply," says the Dry Goods Economist.

A Message to Repair Men Regarding the Value of Local Organization Work

On acceptance of the office of president of the Toronto Shoe Repairers' Association it may not be amiss for me to state briefly what I believe the benefits of an association of this kind to be, what I think its aims should be, and how it should set about realizing them.

In the first place, let me say with strong conviction and with complete knowledge of the facts, that I know that the Toronto Shoe Repairers' Association has been of invaluable service to the local trade. It has helped us to pull our business out of the mud of obsolete methods and cut-throat, no-profit competition and to at least get started on the road to commercial efficiency and prosperity.

There's no denying it: we were behind the times. There was no other trade so laggard but that it was giving us some of its dust. And why? Because we did not stand together; because, for long enough, we refused to adopt modern ideas of doing things; because we thought, "Every man for himself and the Devil take the hindmost," was a good enough motto for us.

From the time we first got together, however, conditions began to improve. When we talked things over, we began to realize that to try and give something for nothing was just about as great folly as to try and get something for nothing; that if our services were worth offering the public, they were worth charging a fair and reasonable price for. We started to exchange ideas and some of us made the surprising discovery that we didn't know it all; that the other fellow could give us something from his stock of knowledge that we hadn't already got. One never knows how narrow he is until he gets out and mingles with the members of his trade in a friendly, social way.

The association progressed and grew in membership and influence, until it came to be recognized as one of the most important factors affecting the interests of the repair trade. Repairing began to assume the appearance of a legitimate business, to hold up its head in the community as if it had a real reason for being in existence, instead of merely a lame excuse. Shops brightened up and gradually acquired an air of prosperity and respectability that had before been nearly altogether lacking. Every man in the trade felt the beneficial effects, whether he was a member of the association or not.

Our organization has done much, but it has not done as much as it might have done if every shoulder had been placed to the wheel. Association work requires persistence. The trade can't be raised to the position it should, and we believe one day will, occupy without continued effort. Spasms of energy and flashes of enthusiasm don't fill the bill. It's the old bull-dog spirit that's needed.

Unfortunately there is a tendency when times are dull for the membership to drop away. Just at the crisis when the trade requires all the support and steadying power an association can give it, the spirit of the quitter begins to show itself. Some think it's time they devoted their attention exclusively to "their own business," forgetting that organization work is part, and an important part, of their business. Others think that conditions warrant a period of cut-price competition, and proceed on that assumption.

May I urge the shoe repairers of Toronto to think twice, and think hard, before they decide to desert the association? Remember what it has done for the trade in the past; consider the urgent work that lies before it during the coming year. Surely there is not a man in the business who would like to see the association done away with. Just imagine what that would mean. All that we have gained through years of earnest effort would go for naught, and before long we would find ourselves in the same position as before the organization was formed, with every man's hand set against his neighbor and a living wage for scarcely anyone.

I want to impress on every repair man in Toronto that this association is your association; that the purpose of its existence is to help you, but that it is only through your own co-operation that it can do so. No association can prevent hard times, but it can prevent the disruption of the trade which is bound to result where no organization exists. Isn't it worth your while helping to help the repair trade and thus helping yourself? Come to our meetings. We're a democratic institution if there ever was one. Every man can have his say, and we want every man to say it. If the executive is leaving undone some things it ought to do, and doing some things it ought not to do, we want to hear about it. Don't stay outside and say things aren't being run right. If you think they're not, it's up to you to come in and give us your opinion on how they ought to be run. As far as the officers of the association are concerned, their one aim is to work for the best interests of the trade, and they want your support in doing it. Won't you give it to us?

Yours fraternally,

A Butterworth

P. S. We are going to have a number of interesting social events this winter. Come right along and enjoy yourself. You won't find a more sociable and friendly bunch in town than the members of the Toronto Shoe Repairers' Association.

The Correct Principle of Shoe Fitting?

Is too Much Dependence Placed on the Reading of the Size Stick. Importance of Proper Support of Arch. Some Practical Opinions of Experienced Shoemen

In the December issue of "Footwear," we reproduced the cut shown herewith, with the object of arousing some discussion on the question of proper shoe fittings, referring particularly to the use of the size stick. What is the correct principle of fitting shoes? Accurate measurement from heel to ball is the answer of most experienced shoemen with whom we have discussed the matter. The question then arises as to the value of the size stick, which only gives the measurement from toe to heel. Is it reliable? Is it more of a help or a hindrance to a young shoe salesman? If it is of assistance, within certain limitations, are you sure that your salesmen understand those limitations, or are they depending solely on the size stick in the fitting of their customers' feet? Do they know that all lasts are absolutely standard in measure from heel to ball for each size, but that there is quite appreciable variation in measurements from ball to toe? That is one of the vital points to be taken into consideration in shoe fittings, and one that is often overlooked. For instance, a salesman will try a shoe on a customer's foot which fits beautifully around the arch and has the ball of the foot located exactly where it ought to be in the shoe, but the customer complains that there is too much space around the toes, that it seems awkwardly long. What does the average salesman do? Let's suppose the shoe in question is a 5A. Nine times out of ten he will go to the shelf and take down a 4½B in the same last. The result is that the customer gets a shoe that fits neatly around the toes—but, if the larger size fitted her arch correctly, the smaller size will not; the ball of her foot is thrust forward in the shoe beyond the tread, and the arch will be without support where it needs it most. What is required in a case like this is not a smaller size in the same last, but the same size in a shorter fitting last. The same idea of course holds true vice versa. These are some of the details that enter into the science of shoe fitting.

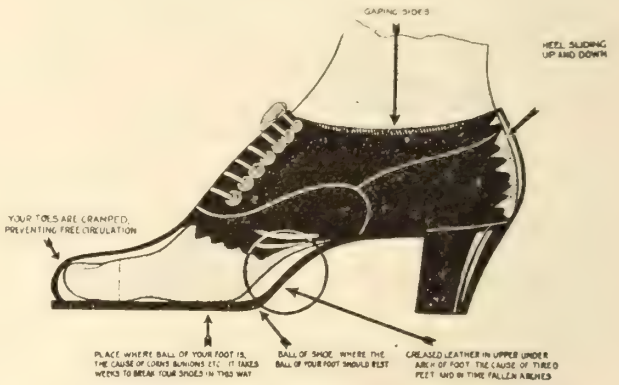
Correct fitting is the shoeman's first duty. The health or infirmity, the comfort or discomfort, the beauty or ugliness, of the feet of the nation is largely in his hands. What a thing of beauty and admiration is a well-formed, well-cared-for foot, that has been developed along natural lines in properly fitted shoes, and how ugly, how repulsive even, is the misshapen foot that has been twisted and distorted by making it conform to a shoe which it should never have been forced to occupy.

Considered from the huminitarian and commercial viewpoints, the modern shoe merchant and his salesmen should be scientific shoe fitters. They should know all there is to be known about the game. They should leave nothing to chance, and no more to the size stick than they have found from experience to be safe.

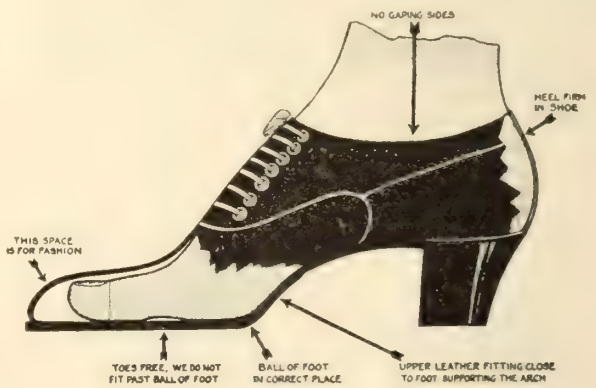
We want our readers to give the points raised their careful thought and to write and contribute their ideas to the discussion. We have already invited correspondence and some very interesting letters have been received. Here is one from Mr. Rowland Hill Jr., of London, Ont., which covers the situation very thoroughly:—

"The following quotation taken from the volume on 'Correct Shoe Fitting' of the R. S. S. I., which is the authority on fitting among our salesmen, expresses our views on the question of fitting from the heel to the ball of the foot:—

" 'Authorities in correct fitting of shoes are almost unanimous in agreeing that the true principle of measuring the foot is to find the length from heel to ball as the very first step in the process. The ball of the foot must fit in the place provided for the ball in the shoe. Every last has such a place.



A—The wrong fit. The stick measure was short and the shoes shorter—the ball was thrust forward and a dangerous fitting resulted.



B—This shoe was fitted from heel to ball—the toes took care of themselves—every time the foot flexed the toes had room and the foot was in comfort.

" 'Because the mere measure of the length over all of the foot does not absolutely assure that the ball joint will come in the proper place in any particular style of shoe. The principle of measuring the distance from heel to ball is important and necessary if a proper fit is to be secured.

" 'Modern foot fitting therefore first of all determines this length. As the length of fingers of hands of different people vary greatly, so do the toes. Some

people have very long toes, others short, others medium—without positive reference to the length of the rest of the foot. For that reason it follows that measuring the length of the entire foot is not sufficient owing to this variation of toe length. The ball joint must be accurately located.

"'The expert foot fitter will know his stock thoroughly. A well planned stock carries shoes of every type for every type of foot. The ball joint, determined by heel to ball measurements will be the focus point and shoes that meet this measurement should be provided.'

"Of course in our stores we do use measuring sticks but as a general rule more in fitting 'a customer's head' than in determining a correct size. Though we do not depend on on the size stick as a reliable guide in the fitting of customers' feet, we know that it can and is used to advantage in many cases in the hands of an intelligent salesman as an aid in determining a correct size. However, we feel in the hands of a salesman who does not clearly understand the principles of fitting a person accurately by the heel to ball method the size stick could often be used to give a customer a short fit."

F. Sutherland & Co., of St. Thomas, Ont., also have some interesting remarks to make along the same line. They state:—

"The sizing stick is very unreliable measurement used in fitting shoes, on account of so many different lasts used by the manufacturers measuring entirely different from the measurements shown on the stick. We have not used the measuring stick for some time and we have been successful in fitting customers feet, same as diagram B, shown in cut. Another thing which we may state is that we would rather lose a sale, than improperly fit a customer's foot."

The Essentials in a Window Display

Plenty of Light on the Object not in the Eye of the Observer—Nicely Polished Floor—Follow a Definite Plan—Other Timely Suggestions

Before beginning to trim a window certain essential preliminaries must be disposed of. First, how about the lighting? All your efforts may be wasted if you're not right in that fundamental. There's a good old rule which should be kept in mind, "plenty of light on the object, not on the eye," and to that end you must have proper lamps and reflectors.

Next we must give some attention to the floor and background of the window. Is your display floor scratched by the careless handling of fixtures? Is it dusty and dull-looking as a result of neglect of cleaning? The first operation then is to polish it up thoroughly. If there are any battle scars that are not amenable to removal by elbow grease and a good wood polish, they'll have to be disguised with draperies. Do you leave the back of your window open so that passers-by may get a confused picture of what goes on inside the store instead of giving their attention to the window? That is not good display practice. The spectator seldom gets the message of your window when people moving around inside take his attention from the merchandise. If the back of the window must be left partly open for the sake of providing light for the store, at least have a solid background part way up, so that it will extend above the head of the prospect who stands on the sidewalk. Even if you have only a good curtain on a rod, it is better than the unobstructed view of the interior.

And before going ahead to put anything in the window, it is necessary to plan the exhibit carefully, thinking it out to the last detail. A good way is to make a sketch of the display you have in mind. Then get the required "properties" together, and you are ready for action.

The next most important thing to do is to clean the window thoroughly. Everything in and about the display must be immaculate.

In a display a considerable part of the merchandise should be elevated above the floor level for the sake of emphasis. The next step therefore is to place neat taborets, of simple design, in the window in accordance with the pre-conceived display plan. The taborets and other furnishings used in the window must be chosen so as to harmonize with the colors of floor covering and back-ground. The woodwork should be of the same finish throughout if possible, or at least all pieces should fit in with the general scheme. A fern or bowl of flowers placed on an attractive stand will add an artistic touch, which is particularly desirable in a shoe window, as footwear, though individually attractive, does not lend itself to artistic display as readily as many other forms of merchandise.

For the same reason that a fern is an effective aid in shoe display, the up-to-date footwear establishment includes some selections of velour among its window equipment. For all 'round use, a grey, or taupe, material is very useful as it harmonizes with most other colors, does not show dust, and does not soon become shop-worn in appearance. It is well to avoid its use with light tan shoes, however, as it does not make a good combination in that instance. Blue, helioptrope, purple or navy velours will work very well with tan footwear, and also with the darker shades of brown. With fancy slippers, the purple will give a very rich effect, if the fundamentals ot color combinatioins are observed. With a little brushing each week the velours are good for many seasons.

Don't try to tell the public too much in a single display. If you get across one forceful message at a time, you're doing well. It may be the message of "Buy warm shoes when Jack Frost is abroad," or "Dainty shoes for dancing feet." Tell one story in one showing. If you try to tell two or three, you're liable to get them mixed.

Finally, there are your window cards to be taken into consideration. The placing of them is just about as important as the wording. You should have that planned beforehand, too. And be sure, also, if the cards are in colors, that they harmonize with the balance of the displa.y The one best way of window trimming is to "dope out" the whole scheme before you start. It will save you a lot of time, and you'll have better trims.

Attractive Window Display of new store of Neill Shoe Co. at Brantford, Ontario. "We also believe in plenty of light" says the president.

Neill Shoe Co. Brantford in New Store

The Neill Shoe Co., Ltd., Brantford, Ont., have recently moved into new and attractive premises one door west of their former store at 158 Colborne St.

Reproduced herewith is a photograph of their new establishment. The building is much more commodious than the one previously occupied, having two storeys and a basement, with a frontage of 20 ft. and a depth of 126 ft. The basement runs the full length of the store, and has a high ceiling, so that it would be suitable for use as an extra sales department, should the management so desire.

The shelving on the ground floor runs from floor to ceiling with a shelf for each single row of cartons.

The show windows, illustrated in the photograph, are so constructed that it is not necessary for the trimmer to enter them as they can be dressed from an aperture at the rear.

One of the features of the store is its excellent illumination. "We believe in plenty of light," says the president, Mr. M. A. MacPherson, "and think we have one of the brightest stores in the country."

Silver Fabrics

In France the modistes are continually seeking new ways of enhancing the attractiveness of feminine charm. Footwear generally troubled the modistes very much as colors make the feet appear awkward and large. In contrast with the rest of the apparel the footwear lacked a large measure of attractiveness until one of the modistes conceived the idea of sewing sparkling beads over the entire surface of the slippers. This was an improvement but the slipper was very frail and easily damaged.

A manufacturer of cloth conceived the idea of making a metal cloth which would have the brilliancy of the beads but would possess the more practical, durable qualities. He invented a machine for making metal thread. A very thin copper ribbon is run through a large machine and put through a bath of what appears to be water but is actually charged with electricty and contains silver. As soon as the copper enters the liquid, it is immediately coated with silver, and comes out of the machine sparkling silvery white.

Following the tiny silver ribbon to the next machine we see it wound around a heavy cotton thread, and as it comes out of this process, it has the appearance of a heavy but flexible silver wire. Next, the silver covered thread is automatically wound on spindles ready to be woven into cloth.

Then the spindles of silver thread are taken to another factory where the cloth is made by weaving the silver thread with a heavy cotton thread. As the cloth comes out finished, it is closely inspected, and each piece is carefully sprayed with camphor, then rolled into bolts which are also sprayed with camphor, and then sealed in air-tight parchment containers. The containers are packed into large, square, steel drums and after more camphor is added, the drums are soldered up, making them absolutely air-tight.

The use of the camphor neutralizes the air so that it has no tarnishing effect on the silver.

The Shoe Manufacturers' Assn. have been receiving quite a number of sketches in connection with the contest initiated for the purpose of securing what is adjudged to be the most attractive and appropriate emblem for their organization. The competition is still open and offers opportunity for shoemen with original ideas to win a worth-while prize.

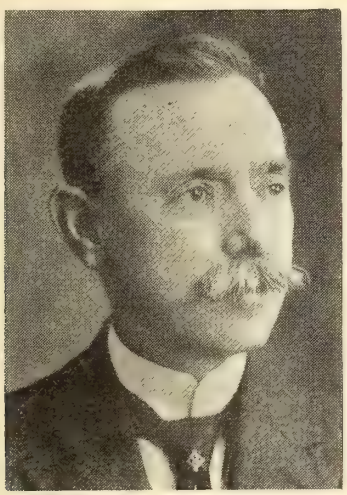
It may be a pretty tough job selling shoes these days—but think of the proposition Lloyd George was up against in selling Mike Collins on the I. F. S. treaty.

Jan. 27, at Hunt's—Bring Your Pipe

The National Shoe & Leather Travellers' Association has made arrangements for a Smoker and Entertainment which will bring the fraternity together in Toronto on January 27th. The place of meeting is Hunt's, Bloor & Yonge Sts.; the time, 8.00 o'clock; the price, $1.50. Every traveller is expected to do his part by putting in an appearance promptly on time.. If you want to make a speech, sing a song, or otherwise add to the entertainment, call Mr. McKean, at Main 458, or write him at 9 Scarboro Road.. Addresses already arranged for will be along the line of constructive benefit to the industry, to be followed by a general discussion on the best means of overcoming some of the problems that confront the members at the present time

Mr. Grayson is President

The Hamilton Shoemakers' & Repairers' Association held their election of officers on December 27, the last meeting of the old year, with the following results: President, Mr. T. Grayson; vice-president, Mr. A. Charlesworth; secretary-treasurer, Mr. A. R. Wilton; executive, Messrs. F. Revell, H. Henderson, A Miller, A. R. Tocher, W. Clifford; auditors, Messrs. H. Henderson, W. Clifford. The first meeting of the new year will be held on January 10.



Mr. T. Grayson

Have Confidence in the Future

The T. Sisman, Company, of Aurora, Ont., have added a nice extension and, having just moved in, are starting the new year propitiously These improved facilities will mean that this company is now in a better position than ever to give prompt, efficient service. The extension is a 3-storey building, the first floor being used as a shipping room; the second, as general offices, and the third as a stock and pattern room. Mr. Sisman is known to the trade as a man of sound judgment, and his decision to build factory extensions at this time is a splendid answer to those who see nothing ahead but black clouds of depression. Our country needs more men of this type who have sufficient confidence in the future to keep on building.

Please Note Correction

A list of standard sizes of shoe cartons, as arranged by a committee of the Shoe Manufacturers'Association, was printed in the last issue of "Footwear." Through a mistake in this list, the inside measurement, instead of the outside measurement, was shown in the case of the length of the carton listed as No. 10, to contain men's fine shoes. The correct outside measurement of this carton is 13¼" and not 12⅞" as shown.

Mr. J. Melrose, has recently opened a shoe repairing store at 1395 Yonge Street, Toronto, which will be known as the Deer Park Shoe Repair Works.

The many friends of Mr. C. H Albee, Myles Shoe Company, Toronto, will be pleased to learn that he is rapidly recovering from a recent operation for appendicitus.

Mr. Charles E. Raven, mayor-elect of St. Thomas, is one of the best known shoe men in Ontario. He has been in the retail business at 655-659 Talbot St., St. Thomas, for 20 years, having been born and brought up in that city.

The J. Leckie Co., Ltd., Vancouver, have been successful in this conflict with the union, their employees having gone back to work at the wages offered them when they first went out. They have also accepted the open shop principle.

The building occupied by the Hector Shoe, Reg'd, at 311 DeMontigny St., Montreal, was completely destroyed in a big fire which took place on the evening of Dec. 8. Damage to the extent of$75,000 is estimated to have been done. The fire is believed to have been caused by an overheated furnace pipe.

A new method of arranging for association meetings has been initiated by the Massachussets Shoe Retailers' Association. Each meeting for a number of months to come will be handled by a separate committee. Each committee has the responsibility of securing speakers or other talent for the meeting of which it is in charge. In this way the responsibility and effort are spread around among a number and the interest in the work of the association will it seems likely, be increased.

Ontario Shoe Manufacturers Meet Jan. 13, in Kitchener

The Ontario Shoe Manufacturers' Association will hold its annual meeting on Friday, Jan. 13th at the Walper House, Kitchener. It's going to be a time of enjoyment as well as business. The election of officers will be held but the time devoted to dry-as-dust proceedings will be cut right down to the minimum. Those who attend are guaranteed a very pleasant time.

How the Other Fellow Does It

A department of merchandising kinks to help increase footwear sales. A prize of $5.00 is offered each month for the best sales' story, window display, or advertising idea submitted. Contributions to this department should not exceed 1,000 words. Send one in.

Window Display Man Borrows from The Theatrical Producer

THERE are many things that the merchant may learn from the theatre that will help to attract the public to his store. The theatrical people are experts in the art of drawing and concentrating popular attention, and from the stage many successful window display schemes have been borrowed.

The window trimmer has, however, in the past neglected one of the most essential of the producer's tools—his miniature stage. This small stage is one of the most interesting features of the producer's studio, whereon he works out to scale every detail of a new production. There he builds the scenery, plans the lightning, even visualizes certain groupings of figures and costumes. Not until he has seen the stage set before his eyes on this minature stage is he content to go ahead and order a yard of canvas or an inch of silk.

The window display department of a large New York store has made an interesting adaptation of this same idea. They have a miniature display window, in the form of a box two feet long, a foot deep and a foot high, with a glass in one side. It has a removable floor in which are cut several notches. Through these notches shines the beams of an electric lamp, so that the display man can simulate the desired effects. A handle is fastened to the top so that the window can be carried easily from one place to another. It is a complete display window scaled down to a size which make is possible for the display man to plans his settings at his desk.

With this small window before him he can work out almost any variety of window trim. Many of the fixtures used by the store are of a standard size and small models of these are molded in a grade of modeling clay which becomes hard when dry. A softer clay is used to make the other features of the display, and with this clay the display man can work out backgrounds, arches, and items of the costume, large pieces of silk, etc. When they have been modeled, water-colors are used to give them the actual colors of the materials to be used later in the large window.

In making backgrounds, pieces of cardboard are cut to the required size and either painted the color desired or covered with a piece of cloth of the proper color. In this way, too, are made bouquets of flowers and pieces of merchandise that lend themselves to this treatment. Small cloth leaves are employed for decorative treatment.

This miniature display window scheme seems to hold considerable possibilities, and a live window trimmer should be able to use it to excellent advantage. The whole plan is simple and easily manipulated, and it allows of visualizing a complete display without disturbing the store window or wasting its advertising value while changes and experiments are made.

While modeling clay is used by the concern referred to above, it would seem that plasticine would, for most purposes, be more easily handled. Paper cut-outs might also be used in some instances.

Numbering the Customers Insures Each Getting His Correct Turn

A LIVE shoeman has struck on the idea of assigning numbers to his customers on busy days, so that each is bound to get served in turn—but the customers, of course, don't know about it. The opera type of chair is used in the store, and each has a number on the back, and when a customer comes in at a busy time, whoever is in charge marks down the number of the chair in which he or she is seated. He thus has a list before him showing the order in which the customers should be served, and as soon as a clerk completes a sale he is instructed who is next. In this way the business of serving is carried out systematically, and the danger of offending any customer through delaying him past his turn is avoided.

Good Salesmanship Overcomes Customer's Prejudice Against Larger Size

MY customer informed me that he wished to try a nice dark tan shoe of about a 7½ or 8 size but didn't know much about what width it might be as he had never paid any attention to that detail.

Well, an application of Ritz to the length and ball width revealed the fact that a 10½ A.A. would be a comfortable fit and as I had a 10A, plain toe, rich royal purple calf, balmoral in stock I brought this out and without making any comment as to size slipped it on his foot and asked him to stand in it.

It was a pretty model and a real good fit and the easy elegance appealed to him, but was critical as to one feature only, the plain toe, and as he had never worn one he halted there to question himself as to liking it.

He stood up in it, bent his knee forward, tested the breaking feaure of the vamp, and straightened up with the remark, "By jove, that is an easy shoe; what size do you call it?"

That is a 10A. on the Brigton last with the plain military toe comfort thrown in which gives your foot splendid arch support and the toes ample room to elongate and function in.

"But, Good Lord, man, that is two or three sizes

bigger than I ever wore before. How do you figure that out "

"Put your two feet together side by side and make your own comparison," I said to him.

"First of all, observe how your old shoe really overlaps in lacing on the instep; note the flabby stock on the side of the foot. Now put your hand along the toes and see how they are literally jammed together in your old shoe.

"Now then, look at the trim appearance of your right foot, see how nice and snug that leather fits up under the arch, how the lacing is apart to the extent of about five-eighths of an inch over the instep and thus can be drawn tighter when you wish, and lastly, just see how easily you can wiggle your toes and yet how trim and neat every line.

"Can you figure out yourself the difference there between 7½ and 10 or are you convinced that the 10 after all signifies just what your foot welcomes in real easy elegance of a dressy, sensible foot covering and protection?"

"Well, I quit, you win, I'll take 'em. Put the other one on and send the old ones out sometime. How much—$15.00? Gee, well, here goes—Thanks.

You'll be pleased with them.

Silent Salesman Does Duty at Shoe Store at Night

A sort of silent salesman scheme, which helps to get direct results from night window displays after the store is shut, has been initiated by a shoe merchant in New York State. This retailer felt that while his windows attracted just as much attention, after closing time as before, the passer-by had no opportunity of acting on the suggestion at the moment, and often forgot what it was he had in mind to buy before the next day, or did not happen to be in the vicinity of the store. So he struck on the idea of setting a pad of printed forms on a shelf outside the door, to which a pencil is attached with a little chain, and the passer-by is invited, if he sees anything he wishes to buy, to write it down on the pad, with his name and address, and place the slip in the letter-box. Any goods ordered in this way are sent out the following morning.

A Successful Advertising Stunt

A costume play was the unique advertising scheme recently staged by a firm of eastern shoe merchants. This costume play was put on for the inspiration of the customers, and the entire production was directed by store managers, the entire equipment was from store stock, and all the parts were taken by store employees.

Harmonious color effect in costumes was perhaps the outstanding feature of the event. For instance, there was a pretty girl in a costume of white buck leather, fastened with straps of green calf, to match sport oxfords of white duck leather, trimmed with green straps and stays, green stockings, and also a hat of white buck leather, trimmed with green kid bands and tassels. Then, too, there was a girl in gray, with an outfit of grey suede calf, gray stockings, gray suede pumps, all capped by a dainty hat, which was also of gray suede calf. And a girl in brown and orange—pumps of brown satin, stockings and bloomers of orange silk, a blouse of brown, fastened with straps of orange, and a hat in the same color combination.

There were also pretty misses in dancing frocks of blue, with gray satin slippers and stockings, and girls in afternoon frocks of brown with brown suede and Russia calf pumps and oxfords, and little kiddies all in white.

New Ideas in Furnishing Children's Department

An unusual type of children's department has been installed by a Chicago concern. The playhouse idea is incorporated throughout the construction. The top of the carton shelves is roofed with shingles, gabled at intervals, and there is a windmill on top of the wrapping section operated by a small motor near the elevator at the front of the store, also shingled. The wall above the shelving is decorated with figures of birds, sprities and fairy folk. A striking feature of the department is the type of seats, which are designed to accommodate two persons, an adult and a child. Near the front of the store, on either side, are handsome display cases, used for the display of hosiery and infants' footwear. Another feature which attracts immediate attention is the "foot-o-scope," which stands at the head of a line of chairs, opposite the entrance of the department, and gives an X-ray view of practically every pair of kiddies' feet that are fitted in the store. This convinces the parent of the proper fit, and has been a stimulus to business, according to the proprietors.

Here is the invitation that was issued to the children to attend the opening of the department:

"Come to the "Foster Party," Saturday, April 16th. This is an invitation to Chicago boys and girls to come to the "Foster Party." We have just opened a new room for the children—the second floor of the Foster Store is fitted especially as a "shopping place" for boys and girls. We want to show you all the Foster Sensible Shoes—the Foster Shoe for School or Play—the shoe that wears—and wears—and wears. Then we have the Foster Shoes "for best"—real "dress up" shoes and party slippers, and of course the pumps, oxfords and boots for the older girls and the little "first shoes" for baby brother or sister.

"You will like the New Room. It has been painted and decorated solely to please the children and, of course, there will be a toy souvenir for you. Oh! yes! we almost forgot to mention that you can see for yourself just how your new Foster Shoes fit by looking into the Foot-O-Scope, that wonderful X-Ray machine which shows your foot inside your shoe."

A Child's Oxford, Humberstone Shoe Co.

Fine Store in the North Country

The McIntyre Mercantile Co., Ltd., which is connected with the McIntyre Gold Mines at Schumacher, Ont., have a store which is reputed to be one of the most up-to-date in stock and arrangement in Northern Ontario. The building itself cost $97,000. Its main floor is very spacious and is divided into departments, including a live boot and shoe section. The store is located on the side of a hill and its construction is such that from the front elevation two of the floors are below the level of the ground. At the rear, however, both have good daylight illumination. The floor next below the ground floor is occupied by a dining room where a large number of the mine employees have their meals.

Keep Things Moving

A moving object always has considerably stronger attraction for the eye that a still one, and attempts are often made to introduce motion in window displays in some attractive and appropriate way. Here is how one shoe merchant did it recently. He had in his window a section of beaverboard placed vertically and extending from one side to the other. In this was an opening shaped like the proscenium of a theatre stage, and arranged behind the opening was a miniature stage and background. In the floor of the stage was an endless belt which was kept in motion by an ordinary electric fan motor. The belt was 5 inches in width and had attached to it a number of shoes set several inches apart and as it moved the shoes slowly passed in view. The device was geared down so that it took a half minute for the shoes to cross the opening.

Co-operating Campaign Brings Results

Topeka merchants recently put on a co-operative selling event which drew thousands into the city. Advertisments were carried in sixteen country newspapers in the surrounding districts, and the co-operation of the motion picture theatres was also secured in a campaign to keep the trade of the farming community for the merchants of Topeka and the neighborhood. It was not a cut-price event, but rather an educational undertaking. Paragraphs were inserted in the advertisments urging the prospective customers to buy from their home-town dealer if they could secure their requirements from him, but if they could not do so, to give their trade to the Topeka stores.

Two Good Men Lost to the Shoe Industry

Mr. Zephire Lapierre, who has been one of the oldest living pioneers of the Canadian shoe manufacturing industry, passed away on December 15 in Montreal. The late Mr. Lapierre was born in Montreal 87 years ago and spent his life there. For fifty years he had been engaged in the shoe industry, during the greater part of which time his plant was located on St. Paul St. E., near St. Gabriel St. In the latter years of his business career, he had been operating in partnership with his son, under the firm name of Z. Lapierre & Son. He retired from business in 1899.

In the death of Hubert Ashplant, London loses its oldest shoe merchant. Mr. Ashplant last summer completed half a century in the shoe business in London and was one of the city's best known and most highly esteemed merchants. He had been in failing health for some months. Mr. Ashplant was 71 years old and a native of St. Giles, Devonshire, England. Soon after coming to London he established the business which grew to one of the largest in Western Ontario. He was a member of the council for many years both as an alderman and Board of Control. He was closely indentified with Dundas Centre Methodist Church. The business will be carried on by his sons, Frank and Will, who have been actively indentified with it for some years.

Not in many years have retailers stocks been so low as they are right now and replacement orders are being placed freely. The local factories are busy filling these and report quite a nice volume of business.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Guy Ostrander has purchased the business of James Fyfe at Orwell, Ont.

Following an illness of only a few days with pneumonia, George Campbell of J. Darch & Sons, London, Ont., died at his home recently.

Donald G. Laing, for several years with the Imperial Bank at Essex, Ont., has tendered his resignation and on January 1 will become a member of the firm of Laing and Moore at Essex.

Manager McFarlane, of the Wagner Shoe Company, paid a business visit to Winnipeg recently.

In connection with his shoe repair department, S. J. Halbert, of Markdale, has added a power finisher.

The store of Ed. Beattie at Highgate, Ont., was broken into recently by burglars who helped themselves generously from his stock of boots and shoes. This is the second robbery at the store within a few months.

Ezra Tieman recently secured premises at Dashwood, Ont., and early in the new year will open for business.

The plant of the Sarnia Paper Box Company, Limited, is being moved to London, Ont., where the management will be in charge of E. E. Hale and C. Richardson.

The fine show window in the shoe store of Alex. Hall, at Chatham, Ont., was smashed in a peculiar accident on Christmas Day. A motorist in order to avoid collision with another auto ran his car up on the sidewalk and forced two women who were looking at the display through the glass.

At the annual meeting of the members of Tudor Masonic Lodge at Mitchell, Ont., W. R. Cole was elected to the office of Senior Deacon.

The death occurred at Sebringville, Ont., recently, of Samuel Kastner, a resident of the town for sixty years and for many years in the shoe business. Besides his wife he is survived by two sons and two daughters.

1922

THE YEAR

OF

GREAT EXPECTATIONS

YOU

CAN RELY ON

USMC

SERVICE

TO MEET EVERY

EMERGENCY

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

MONTREAL

TORONTO KITCHENER QUEBEC

Ernest Ainley, tanner, Whitby, Ont., has assigned.

T. A. Joncas, shoe dealer, Montreal, has assigned.

The Walk-Over Boot Shop has been exceeded by the Surpass Shoe Co.

The Home Shoe Co., Ltd., Montreal, are offering 50 cents on the dollar.

The Strand Shoe Store, Montreal, is offering 25 cents on the dollar.

Thos. Ryan & Co., Ltd., wholesalers, Winnipeg, have offered to compromise with their creditors at 50 cents on the dollar, according to Bradstreets' report.

St. Catherine Boot Bargain Shop Montreal, has been registered.

The Duane Boot Shop, Ottawa, has been damaged by fire.

Canada Hide & Skin Co., Montreal, has been registered by John Wilcox.

Joseph Stern, shoe dealer, Montreal, is offering 25 cents on the dollar.

Canadian Glove Leather & Tanners, Ltd., Joliette, Que., have obtained a charter.

The Satisfactory Shoe Store, Montreal, has suffered loss by fire.

The premises of Omer Lord, shoe jobber, Montreal, have suffered loss by fire.

Sam Schwartz, shoe dealer, Montreal, has assigned.

J. Goodchild, 442 King St., W., Hamilton, has suffered loss by fire.

J. Blumenthal, of Brampton, Ont., has completed the construction of a shoe store at Ridgetown.

J. A. McLaren, of J. A. McLaren Co., Ltd., Toronto, was elected president of the Huron Old Boys' Association at their recent annual meeting in Toronto.

J. Bass, shoe repairer, Hamilton, Ont., is opening a shoe repairing store at the corner of Picton and James strets and is going to install a finishing outfit.

It is understood that the Owens-Elmes Mfg. Co. is entering action against a Western Ontario dealer on a charge of misrepresentation. The company claims to have evidence that shoes of inferior quality have been sold to the public as the product of the Owens-Elmes factory.

G. F. Madore, shoe repairer, formerly of Campbell's Bay, Que., has moved to Bryson, Que.

The Maissonneuve Shoe Store, Montreal, has been registered by Henri Papin.

Trudeau & Co., wholesale shoe finders, Montreal, have been dissolved.

The Twin Shoe Repair Shop, St. Lambert, Que., has been registered by Wm. Albert Fishbourne, Thos. Wood Bragger, and Chas. McLaren.

Firm operating under the name Alliance Shoe Repair, Montreal, has been dissolved.

The Hochelaga Shoe Store, Montreal, has been registered by Adjutor Saucier.

Reamsbottom & Edward, Kirkland Lake, Ont., have recently built a fine new department store, in which an up-to-the-minute shoe department is a prominent feature. The establishment has a splendid appearance and is most effectively arranged.

Perkins & Co., Ltd., who have stores in Cochrane and Iroquois Falls, Ont., have built a new and attractive establishment at Kirkland Lake, Ont., which was opened on Dec. 1. It has a well stocked shoe department.

The death of Chas. Sardo, shoe repairer, Hamilton, Ont., is reported.

The T. Sisman Shoe Co., of Aurora, Ont., have opened a branch in Newmarket, Ont.

Letters patent of incorporation have been issued to the Crown Shoe Co., Ltd., Toronto, with capital stock of $40,000.

Letters patent of incorporation have been taken out by the Sun Shoe Co., Ltd., Montreal, with a capital of $10,000. Authorized to manufacture and deal in footwear.

The premises of Ralph Carter, boot and shoe dealer, 717 St. Lawrence Blvd., Montreal, were damaged by fire recently.

The Montreal Shoemakers Supply Co., Ltd., has been incorporated with a capital stock of $20,000, and is authorized to deal in findings, wholesale and retail.

A proposition to establish a footwear factory in Co'lingwood, Ont., is being placed before the ratepayers of that town by the Gourlay Shoe Company.

A fire which recently occurred in the shoe store of W. J. Honeyford, Collingwood, Ont., is reported to have destroyed $15,000 worth of stock.

Damage to the extent of $75,000 is estimated to have been done in a recent conflagration at the factory of the Hector Shoe Reg'd, 311 Demontigny St., E., Montreal.

W. McKechnie, of Markdale, Ont., has opened a repair shop at Walters Falls.

John Ross, of Grand Bend, Ont., has prchased the business of Parkinson & Co., at Thedford and takes possession immediately.

W. Cook, of Simcoe, Ont., has purchased the premises on Kent St. in which his shoe hospital is located.

Isaac Orr, of Ruscombe, Ont,. has disposed of his business to W. Denam of Thamesville.

An appointment of interest to the trade was made at London, Ont., this month when W. R. Roome was appointed appraiser of boots and shoes at the Custom House. Mr. Roome succeeds Archibald Sharpe who recently retired. "Barney" McCann who for some years has been warehouse record keeper has been promoted to the position of supervisor of examiners.

Frank J. Robinson, who recently opened a repair shop in the o'd Toll House at Caledonia, Ont., reports that business has been most satisfactory.

Ratepayers of Collingwood, Ont., are to vote on a bylaw which proposes to open a factory there employing thirty hands.

In the recent municipal election at London, Ont., Philip Pocock, president of the London Shoe Company, was returned as a member of the Utilities Commission and Ward Casselman of Casselman Bros., as a member of the Board of Education.

William Smith, of Grimsby, Ont., has taken a position in the repair department of R. Sylvester at Thedford.

Frank Wall is giving up his repair business at Walkerton, Ont., and intends moving to Kitchener to take a factory position.

David McIvor, of Simcoe, Ont., has opened a store at Ostrander.

At the annual meeting of the Watford Hockey Club at Watford, Ont., P. J. Dodds was unanimously elected as vice-president for the coming season.

George Stacey, who for some time conducted a repair shop in Glencoe, died recently at Strathroy; Ont.

R. Hammell, of Fergus, Ont., is spending a short time in Kitchener prior to leaving for California, where he will spend the winter with his son.

Miss Winnifred Ashplant, who has been spending some months in Europe, arrived home in time to spend the holiday season with her parents, Mr. and Mrs. J. Studley Ashplant, of London, Ont.

Among the names of prominent Londoners mentioned recently in connection with appointments to the Senate is that of Philip Pocock, president of the London Shoe Company.

MELTONIAN

Boot Polishes and Creams

The Super-Standard *of* EXCELLENCE

The Polishes That Get Hold of the Public

SAMPLES
PRICES
& TERMS
with
PLEASURE
from

MR. ROBT. D. AYLING
23 Scott Street
Phone Main 7613
TORONTO

Agent for the sole manufacturers:

E. BROWN & SONS, Ltd.
LONDON AND PARIS

ALPHABETICAL LIST OF ADVERTISERS

Ackerman & Son Co., B. F. 62
Aird & Son. 9
American Gaiter Mfg. Co. 66
Ames-Holden-McCready 8
Ayling, Robert D. 55

Bastien Brothers 65
Beckwith Box Toe Company 6
Boot & Shoe Workers Union 59
Brown, & Son, E. 55

Clatworthy & Son, Ltd. 7
Clarke & Co., A. R. 68
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Robinson Company, James 4
Robson Leather Company 15

Samson, Enr J. E. 58
Sisman Shoe Co., T. 60
Slater, Geo. A. 3

United Last Company 12
United Shoe Machinery Co. 53-57

McKays and SS. for Men, Women, Misses, Boys, Youths and Children. Pegged Shoes for Men and Women. — — — Men's and Boy's Welts

WHEN buying during the New Year, remember that Goulet shoes are produced in the endeavour to give the trade just a little more value than the average—just a little more service than is expected.

We shall be pleased to give our personal attention to your needs in the above lines. Let us show you that we can substantiate the claims we make for our product.

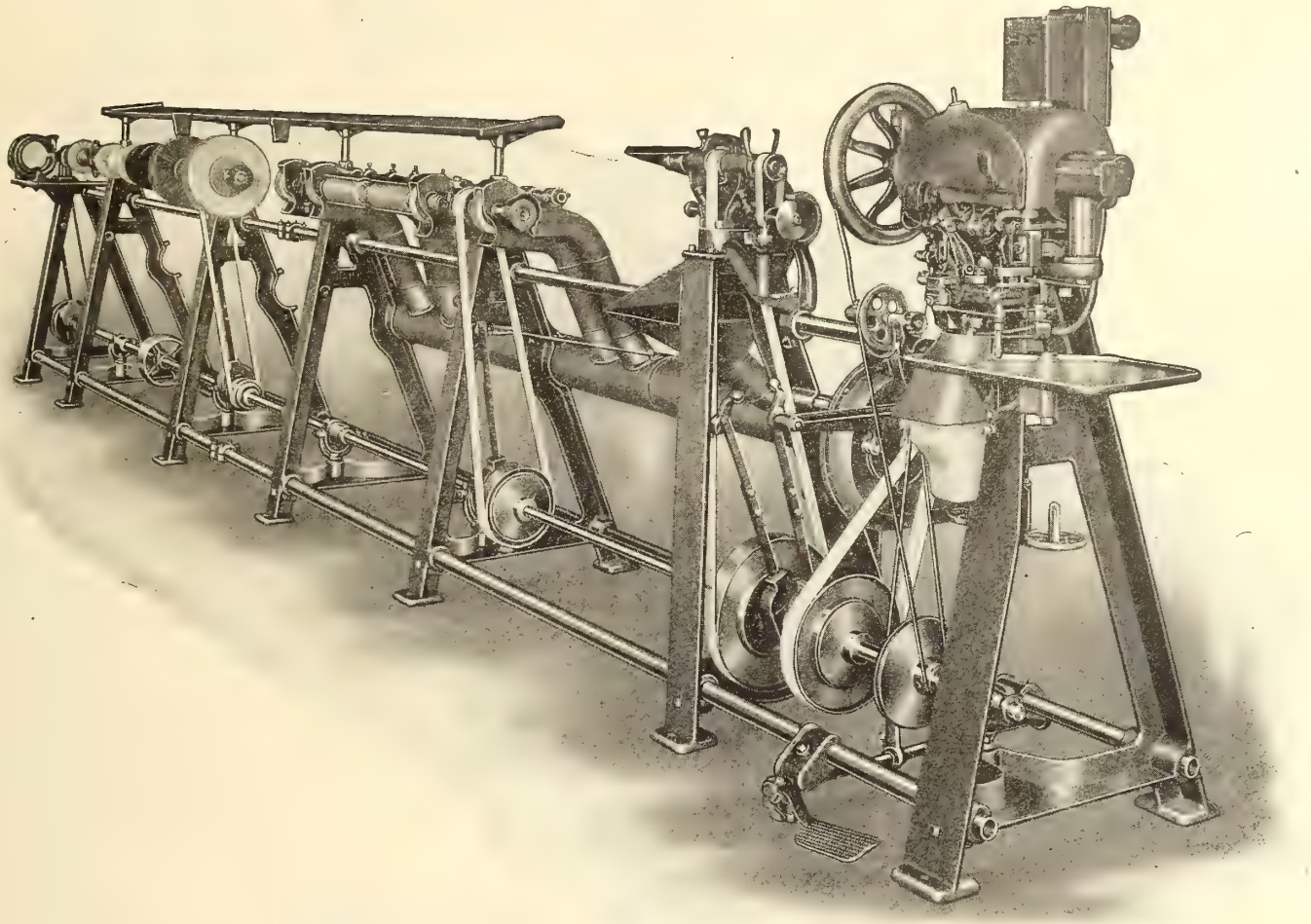
O. Goulet & Sons Limited

575 St. Valier St., Quebec.

PREPARE NOW

TO REAP THE HARVEST OF SHOE REPAIRS

FOR 1922



INSTALL A GOODYEAR WELT SHOE REPAIRING OUTFIT

The System that helps Good Shoemakers do better Shoemaking

USED IN THE SUCCESSFUL SHOPS FROM COAST TO COAST

THERE IS AN OUTFIT FOR EVERY BUSINESS—ON TERMS THAT YOU CAN AFFORD

Write for particulars today

United Shoe Machinery Company of Canada, Limited

MONTREAL

TORONTO	KITCHENER	QUEBEC
90 Adelaide Street West	46 Foundry Street South	28 Demers Street

The Lincoln Paper Mills
Company, Limited

can supply
your requirements
in

GLASSINE

Super-Glazed Kraft
for Interlay

Wrapping Paper

The above are thoroughly Canadian-made products of the highest quality and at the attractive prices quoted, should appeal to every Canadian shoe manufacturer.

Will you get in touch with us?

LINCOLN PAPER MILLS CO., LTD
MERRITTON ONTARIO
Branch — 112 Bay St., Toronto.

JOBBERS

HOCKEY BOOTS

Our Hockey Boots have extensive sales and supply a wide demand at a reasonable price. The quality and workmanship put into their manufacture insure a first-class product on which you can realize a large and profitable turnover. Write us for samples.

J. E. SAMSON ENR
QUEBEC

Fred. F. Dufton
LEATHER

50 Foundry Street South
Kitchener - Ontario

SHEEPSKINS
Representing : Clarke & Clarke, Ltd., Toronto

GLAZED KID
Representing : The Bonner Leather Co., Montreal

CALF AND SIDE LEATHER
Representing : C. Galibert & Son Co., Montreal

GLAZED HORSE
Representing : Lucien Borne, Quebec

GOODYEAR WELTING AND MENNONITE
Representing : Wickett & Craig, Ltd., Toronto

CUT SOLES
Repres'ng : The Provincial Cut Sole Co. Kitchener

Stock of above well known lines always on hand. Call and inspect them.

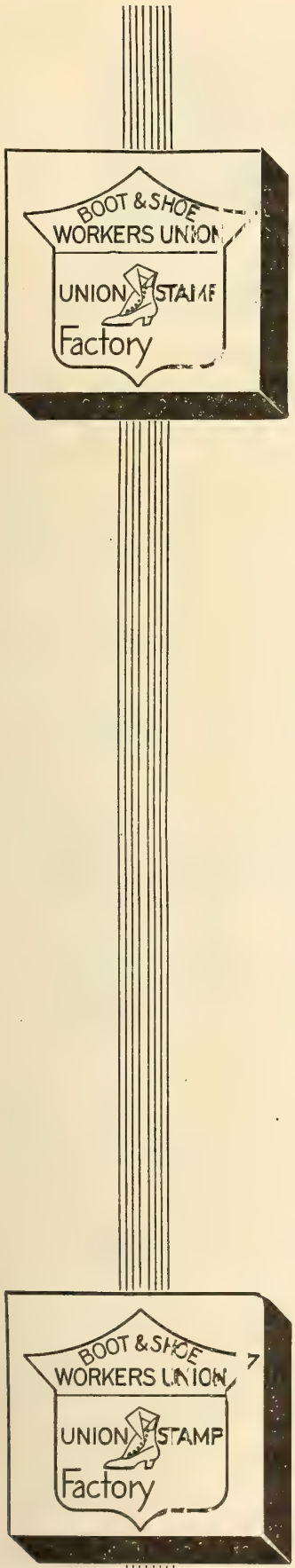
We Can Save Money for You on Your Shipping & Packing

H & D Solid Fibre Board Boxes

1.—They protect your shipment against loss from dampness and water.
2.—They are extremely light, which means low freight charges.
3.—They cannot be opened without breaking the seal.
4.—They save time in packing.
5.—They save storage space.
6.—They have strong advertising value.
7.—They can be made to your specifications.
8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.

The Hinde & Dauch Paper Co.
of Canada Limited
TORONTO ONTARIO



The Mark They Look For

When purchasing merchandise, several million Union workers instinctively look for the seal which tells them that the product was made by their fellow associates.

Shoes are a large item in their yearly budget, and Union-made shoes are bought by them to the exclusion of footwear which does not bear the Union Stamp.

Make your store the center of this Union trade by supplying it with shoes whose honest value is guaranteed by the Stamp of the Boot and Shoe Workers' Union.

Feature the Union Stamp in your local Advertising.

BOOT AND SHOE WORKERS' UNION

The Union that has an agreement with manufacturers settling all wage differences by ARBITRATION

246 SUMMER STREET BOSTON, MASS.

COLLIS LOVELY, Gen'l Pres.
CHAS. L. BAINE, Gen'l Sec'y-Treas.

Smart Looking, Sensible Economical

Humberstone Non-Rip Sandals are made throughout of solid leather, (black and tan); the stitching being extra strong to prevent ripping. They are the ideal footwear for boys and girls of from 2 to 14 years.

Handle them for greater profits and more satisfied customers.

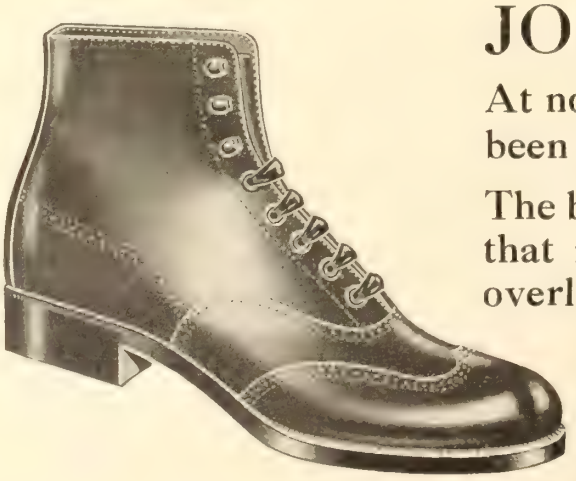
Humberstone Shoe Co., Ltd.
HUMBERSTONE, ONT.

ST. HYACINTHE, QUEBEC

FOR "the shoe at a price" you cannot beat A. A. Cote & Son Ltd. McKays for men, boys, youths, little gents and children. We can show you as fine a line of staples as there is on the market, representing values hard to equal anywhere.
We have also an interesting showing of men's heavy Chrome Working Shoes.
Our values merit your investigation.

A. A. COTE & SON LIMITED

Sturdy Staples have the Call



JOBBERS

At no time has the value of Sisman Shoes been more surely felt than at present.

The best EverydayShoe is a trade stabilizer that no progressive jobber can afford to overlook.

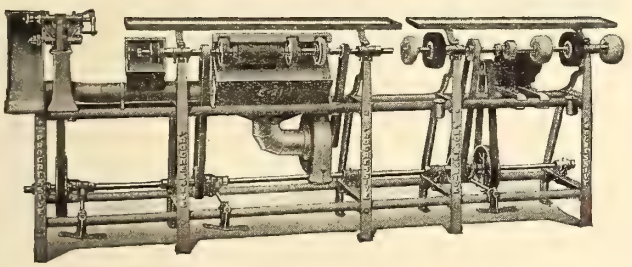
An increased capacity enables us to offer a service consistent with the quality of our product. See our samples now showing.

The T. Sisman Shoe Company Limited
Aurora, Ontario

92%

Say Progressive Finishers Run Without Vibration After Five Years' Use.

This information is offered in answers we received from a questionnaire sent to a list of repairmen who have used Progressive Finishers over five years.



It is conclusive proof that Progressive Finishers are heavy enough to stand up under strenuous daily use. It indicates that the Progressive Finisher is the machine for Your shop.

PROGRESSIVE
SHOE MACHINERY COMPANY
MINNEAPOLIS, MINN.
U. S. A.

The Greatest Dancers of the Day insist on wearing Arthur Franks' Ballet Shoes. No other shoes afford the same amount of comfort and support.

BALLET SHOES

by Arthur Franks are supplied to Mesdames Pavlova, Kaisavina and Vera Karalli, and Messieurs Novikoff, Volinini, Adolph Bolm, etc.

Arthur Franks
3 Cotton Street, Australian Avenue,
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The Best and Most Durable Shoe Laces Are Made With Our

Power Shoe Lace Tipping Machines

Textile and Special Machinery
Harris-Corliss Steam Engines

Eastern Representative for
WORM GEARS AND WORM GEAR REDUCTION UNITS

The Franklin Machine Company
Engineers Founders Machinists
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"La Duchesse" McKays for Women Turn Slippers for Men

Get in touch with your jobber early and let him show you the splendid "La Duchesse" models he has waiting for you. In a variety of leathers, lasts and patterns, and radiating good workmanship and unusual value.

Jobbers Only

"La Duchesse" Shoe Co.

Registered

MONTREAL

The Peterboro Shoe

For MEN, BOYS, YOUTHS and LITTLE GENTS

A staple line of Footwear, prominently known for its superior workmanship, first grade materials, smartness and comfort. A Line you can stock with assurance. Write us to-day.

B. F. Ackerman, Son & Co., Limited

PETERBORO, Ont. Western Branch, REGINA, Sask.

MAKERS OF THE "PETERBORO" SHOE

H. O. McDOWELL — H. N. LINCOLN

International Supply Co.

The Largest Shoe Factory Supply House in Canada

IMPORTERS — JOBBERS

Shoe Machinery, Findings and Factory Supplies

We are Exclusive Canadian Agents for the following well-known houses:—

American Lacing Hook Co., Waltham, Mass.
Lacing Hooks and Hook Setting Machines.
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The Louis G. Freeman Co., Cincinnati, O.
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Marking and Embossing Machines, Compounds, Inks, etc
M. H. Merriam & Co., Boston, Mass.
Binding, Staying, etc.
Puritan Mfg. Co., Boston, Mass.
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J. Spaulding & Sons Co., N. Rochester, N.H.
Guaranteed Fibre Counters, Fibre Innersoling.
The Textile Mfg. Co., Toronto, Ont.
Shoe Laces.
United Stay Co., Cambridge, Mass.
Leather and Imitation Leather Facing, Welting, etc.

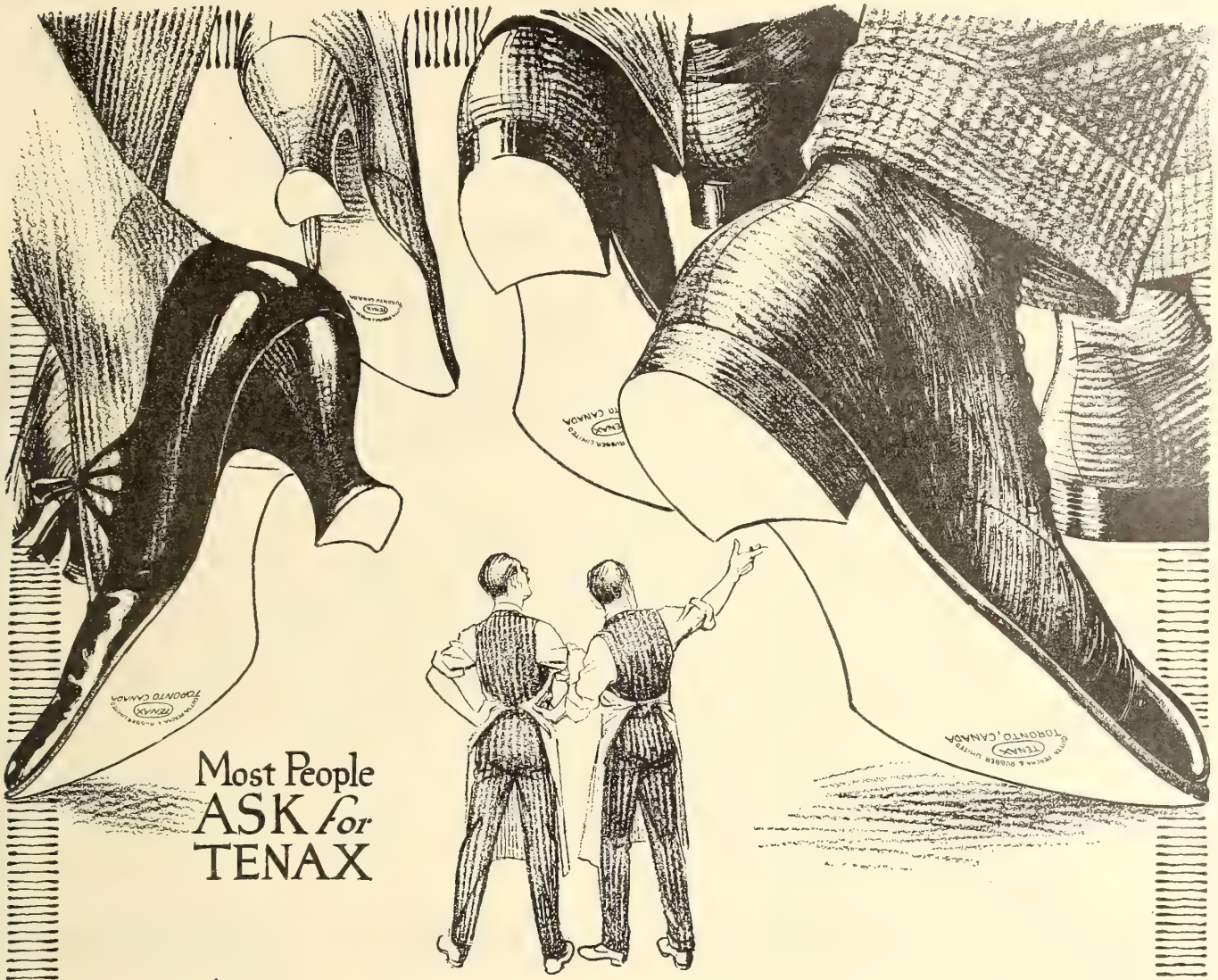
We carry three large stocks in order that we may serve you promptly. You will do well to avail yourself of these stocks.

Quality Goods — ***Right Prices***

INTERNATIONAL SUPPLY CO. · MONTREAL · KITCHENER · QUEBEC · SERVES YOU RIGHT

Main Office—154 Notre Dame Street West, Montreal

Branches:—37 Foundry Street S., KITCHENER — 566 St. Valier Street, QUEBEC



You Can Point with Pride *to the* Job thats well done.

Tell Your Customers to keep their Feet Dry this Winter by Wearing

Tenax Soles

They have flexibility with endurance and are waterproof.
For complete winter sole outfit, you can also recommend the famous

MALTESE CROSS "SCOOP" RUBBER HEELS.

With Tenax Soles and "Scoop" Rubber Heels, your customers will be equipped for all sorts of weather.

Gutta Percha & Rubber, Limited

Head Office and Factory TORONTO

Branches in Leading Canadian Cities

All Canvas and Felt and Canvas Combination Innersoling

FOR McKAYS

The stitches sink completely below the surface in this material and there are no uncomfortable, humpy places. It's the ideal innersole for McKay work at a low cost.

Every inch is usable—practically no waste in cutting. Let us send samples for proof

THE LANDERS BROS. CO.
TOLEDO, OHIO

TRUDEAU & Co., of Montreal, Canada
Agents

KELLEY KID

LEADS THEM ALL
in Uniformity,
Fine Texture, Wearing Qualities and Finish

In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

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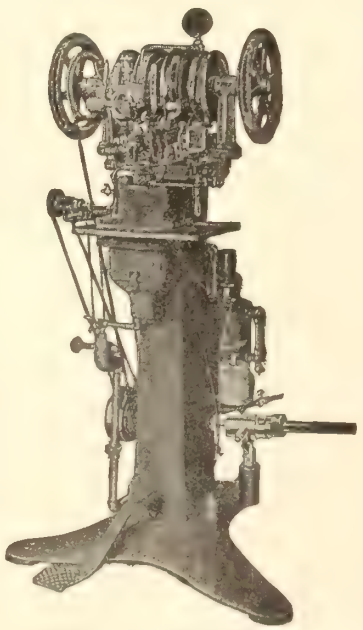
Tannery and Main Office, LYNN, MASS.

Selling Agents:
ROUSMANIERE, WILLIAMS & CO.
87-93 Lincoln St., BOSTON, MASS.

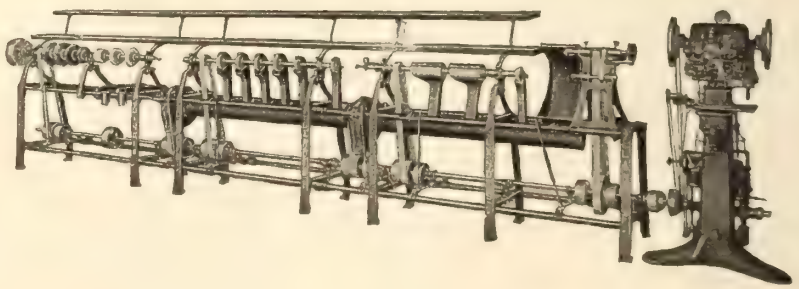
Landis Outfits are Money-Makers



Landis No. 12 Shoe Stitcher.
outright—No royalty.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

"The Fabric Tip— that can't come of"

THE Nufashond Fabric Tip is part of the braid itself! It has these big selling points – can't come of—can't rust—can't tear hosiery.

Made flat, tubular and cord in all colors and in lengths for all shoes.

Excellent selling helps and display cards furnished.

NUFASHOND, ***Reading, Pa.***

Nufashond
TRADE MARK REG. U.S. PAT. OFF.
Shoe Lacers

Ask your jobber for amples and prices.

It will pay you to get our prices

INDIAN

Moccasins, Slippers, Snow Shoes for your approval

MOCCASINS—Fancy and wide toes, to supply all comers

SLIPPERS—A range of 25 different kinds in all shades.

SNOW-SHOES—Below pre-war prices on these goods, and a fine stock to supply you

The above in Men's, Ladies', Misses', Childs', and Infants' Sizes.
The Right Goods, The Right Prices, The Right Time

At your service

BASTIEN BROS.
INDIAN LORETTE, QUE.

Agents for Ontario and the West:
ROSS & SHAW, 121 Wellington West, Toronto, Ont.

Build up 1922 profits with Hurlbut Shoes

Mothers of Canada are demanding correct children 's footwear —the increased sales of Hurlbut Cushion Sole Shoes reported on every hand proves it—and dealers who look to greater turnover and more certain profits during 1922 are already preparing to feature Hurlbuts stronger than ever.

HURLBUT
CUSHION-SOLE
Shoes for Children

backed by a national advertising campaign and a complete dealer co-operation service can help you build up your new year profits.

Feature HURLBUTS in your windows and in your local advertising and reap the benefit of this wave of preference.

PHILIP JACOBI
5 Wellington Street East, Toronto

Exclusive wholesale distributor of Hurlbut Shoes.

GAITERS

We specialize in the manufacture of—

"The Better Gaiter"

In felt and broad cloth.

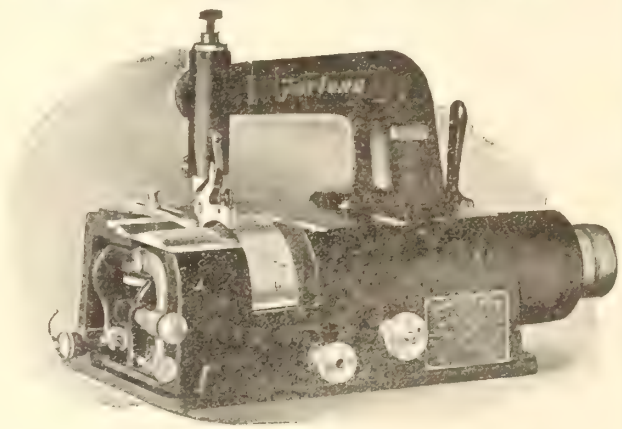
Our prices are adjusted to meet replacement values, and we have produced a better gaiter at a lower price.

American Gaiter Mfg. Co., Ltd.

2168 St Lawrence Main. Montreal

Fortuna

Skiving Machine



For Manufacturers who Skive Leather, Felt, Cork, Rubber or Paper

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.

147-153 Waverly Place - NEW YORK

"Judge It by Its Users"

New Castle Kid

BLACK — WHITE — COLORS

Send for Samples

New Castle Leather Co.

NEW YORK

Canadian Branch:—335 Craig St. West, Montreal
Factory:—Wilmington, Del., U.S.A.

"LA-RITA"

A New Number in this Popular Line

"Young Misses"

"La-Rita" Babies', Infants', and children's high grade stitchdowns have long been a popular line with the trade. Because of their popularity we have added a new number "Young Misses" stitchdowns which are of the same high quality.

Write us for particulars.

The Rita Shoe Co.

Limited

St. Hyacinthe Que.

Edwards & Edwards

LIMITED

TANNERS OF

SHEEPSKINS

FOR

Shoes, Gloves, Saddlery
Upholstering
Bags and Suit Cases
Bookbinding
Fancy and Novelty Goods
Skivers
Embossed Leathers
Etc., Etc.

Edwards & Edwards Limited

Head Office and Sale Rooms: 27 Front E. Toronto
Tanneries: Woodbridge, Ont.

Quebec and Maritime Provinces Represented by
JOHN McENTYRE LTD. 28 St. Alexander St. MONTREAL, QUE.

THE GLOBE PILLOW WELT

ANY dealer who does not appreciate the importance of hygienic principles in children's shoes is decidedly behind the times. Correct fitting means comfort and longer wear. A satisfied customer means another sale.

GLOBE PILLOW WELT shoes are supplied for the foot that Nature made. They allow a child's foot the freedom to grow properly. They give the adult's foot the comfort of correct shape.

Make your customers happy with the GLOBE PILLOW WELT.

Globe Shoe Limited, Terrebonne, Que.

Montreal Office, J. A. BLUTEAU, Representative
11a St. James Street

Let the People Judge

GENERALLY speaking, individuals and masses move along the line of least resistance. The public of today patronize any commodity which satisfies them, and neglect it if it does not.

The British nation has shown it's approval of Clarke's Patent Leather. The material attracted the people and their experience with it has been one of entire satisfaction.

The approval of the people has made Clarke's the largest makers of Patent Leather in the British Empire.

The demand increases.

The buying public have expressed their satisfaction in no uncertain terms.

A. R. CLARKE & CO., LTD.

The largest producers of patent leather in the British Empire

MONTREAL TORONTO QUEBEC

The Call of Quebec

FOOTWEAR

in Canada

The "Different" Soles and Heels

"Panco" soles and heels should not be confused with the many other so called "leather substitutes" on the market.

"Panco" soles are an improvement not a substitute for leather, both for comfort and wear.

The patented reinforced fabric insertion prevents sole from pulling over the nails at the shank—which incidentally needs no skiving.

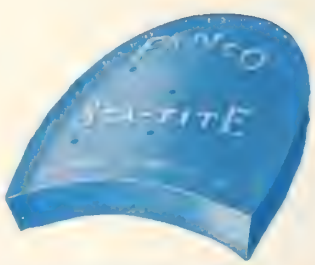
"Panco" soles are always uniform. They do not break away or split in the stitches and they take on the form of the shoe, making it easy for the repairman to do a good job quickly.

From the wearer's viewpoint they are a delight. Not only are they waterproof and non-conductors, but they relieve burning calloused feet and make walking a pleasure.

A boon to letter carriers, policemen, firemen, milkmen, conductors, railroad men, etc.

Write us for prices.

The Panther Rubber Co.
Limited
Sherbrooke, Que.



Panco Sta-Tite Heels
Need No Cement

Invictus
THE BEST GOOD SHOE

Snappy!

Those retailers who demand advance styles combined with quality and workmanship insist upon INVICTUS.

HERE IS A REASON:

EO44/217—Beaver Suede Three Strap; Russ. Tip, Ball Strap and Qtr. Green Heel and Green Silk Piping.

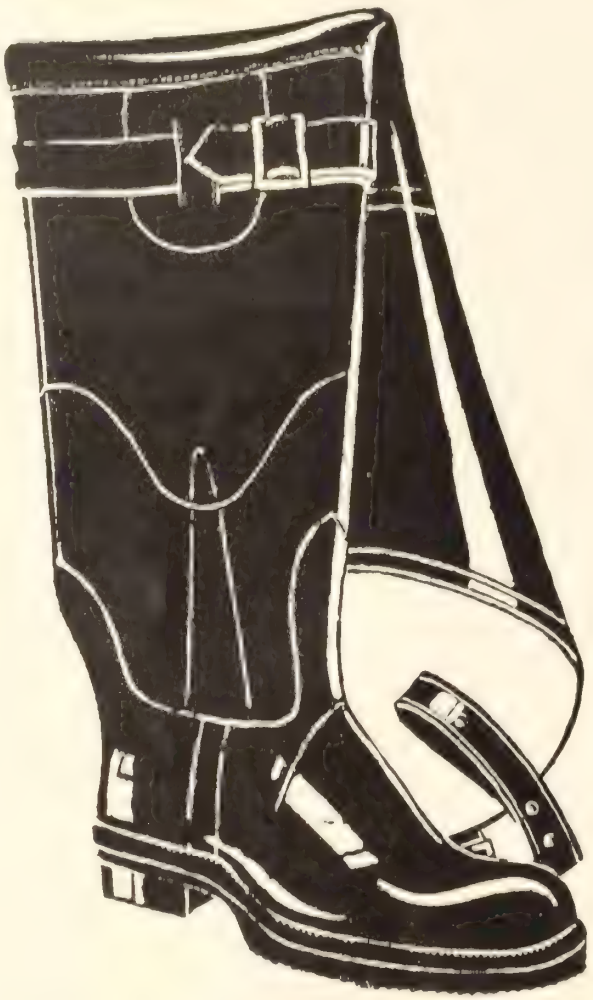
Price $7.50

(Less 5% for 24 pr. lots of not more than two widths)

GEO. A. SLATER, LIMITED
MONTREAL

ARMY RUBBER BOOTS

Manufactured by the Canadian Consolidated Rubber Co.



$3.90
per pair

We are offering Men's Army Hip Boots all of first quality, sizes 7 to 11. They are packed 12 pairs to the case and cases are made up of the following assortment of sizes 1/7 4/8 3/9 2/10 2/11. We do not break cases. Terms net 30 days F. O. B. Toronto

No charge is made for packing.

Telephone
Write
or Wire

The
Radcliffe Shoe Company
234 Yonge Street
TORONTO

WHEN ORDERING GIVE SHIPPING INSTRUCTIONS

The Popular Salesmaker

COTE'S Yamaska Brand is put on the market with one main idea in view and that is to supply the demand for a popular priced shoe that will give genuine satisfaction.

The public demand a moderate priced footwear, but they also demand certain qualities of appearance and good workmanship. Yamaska is designed to give the utmost in these respects. Consider the price and the quality of Yamaska and then ask yourself if there is another proposition anywhere on the market that is offering values like Cote's Yamaska.

Consider and then act.

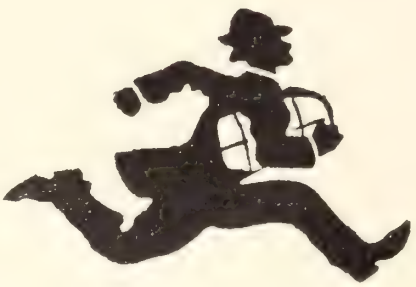
Your order will receive our prompt attention

La Compagnie J. A. & M. Cote

ST. HYACINTHE - QUEBEC

DOUBLE "H" BRAND

Our travellers are now on their way to you with samples of all our lines.



DOUBLE "H" BRAND

Spats & Overgaiters
Hand Made Turns
English Shoes
(Carried in Stock)
Men's and Boys' Welts

PALMER-McLELLAN

Farm Boots and Sporting Boots

Indian Slippers

Everyone's a Leader

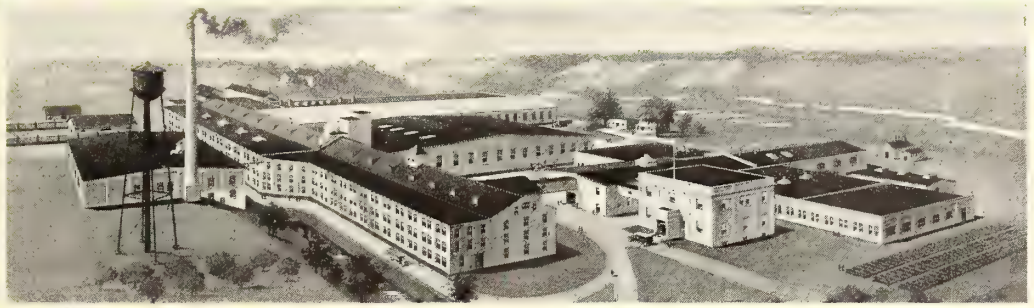
Wait for the Double "H" Salesman

HALL & HODGES LIMITED

16 St. Sacrament St. - Montreal

BLACK BEAUTY

CHROME PATENT SIDES



THE ROBSON LEATHER CO. LIMITED

HIGH GRADE SIDE LEATHER

OSHAWA CANADA

Chrome Colored Sides
Popular Shades

Elk Leathers

Scotch Grains

Black Box Sides

Retan Leathers

White Buck

Chrome Splits

Children's Shoe Manufacturing Co.

Our New Home at 37 Colomb St., Quebec City

Permit us to introduce you to our new premises where we have the latest and best equipment for turning out everything in women's, misses', boys', youths', children's, and infants' McKays.

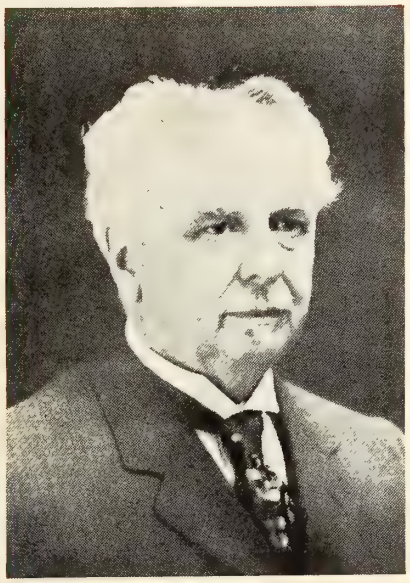
Our new home is built on the reputation earned by **Children's Shoe Products.** The building is like the shoes—it stands for the best of its kind that money can buy.

We seek to extend an already extensive clientele through the medium of this Province of Quebec Number of "Footwear."

Come and see us before placing your next order.

Children's Shoe Manufacturing Co.

37 Colomb Street, Quebec City



Thomas Dufresne, Founder

DUFRESNE AND LOCKE

LIMITED

Men's and Women's Welts

McKays & Turns

for

men, women

and children

Stitchdowns for Children

As a factor in one of Quebec's foremost industries, Dufresne & Locke take a just pride in the part the firm has played in furthering the development of the shoe trade in this province. Our plant now occupies 105,000 square feet and employs 617 hands.

All the value—all the style and all the really good workmanship that can possibly be incorporated in marketable footwear, is to be found in Dufresne & Locke samples now being shown by our travellers.

If you have not made full provision for a lively spring trade, get in touch with us at once. The time is short, but "better late than never." A rush order will have our immediate attention, and there is still time for seasonable delivery.

In planning your further needs during the year, remember that you are unacquainted with the market unless you see Dufresne & Locke values.

Oscar Dufresne

MONTREAL

QUEBEC

Goulet Service

Goulet Reputation

Service is going to be the important factor in the shoe trade this year — Service and Reputation.

Goulet service and reputation will satisfy the closest buyer and meet the most exacting requirements of a season of close buying

Before placing your orders for 1922 you are asked to get prices on our Men's and Boys' Welts, Women's Mock Welts, McKays and Standard Screw for Men, Women, Misses, Boys and Children—and a solid line of Pegged Shoes for Men and Women.

Goulet Service means shoes when you want them and shoes at the right price.

O. GOULET & SONS LIMITED

575 St. Valier Street Quebec

Tan calf semi-brogue oxford. Brogue last. Medalion tip. Heavy single sole.

TALBOT

There's "That Something" about Talbot Shoes which gives them a style appearance all their own, and behind that is the guarantee of reputable shoemakers that these shoes will wear and satisfy. You can safely tell your customers "The best for your money and your feet."

TALBOT SHOE COMPANY LIMITED

ST. THOMAS ONTARIO

25 Years

The Standard of Quality

"As Good as the 'Gutta Percha'," has been a standard phrase among shoe dealers.

When you offer your customers goods made by Gutta Percha and Rubber, Limited, you know you are selling them QUALITY. People know when they get good value and they will come again.

"Maltese Cross" Rubbers
"Outing" Brand Canvas Footwear
"Scoop" Rubber Heels

They represent the maximum in
Style, Wearing Quality and Comfort

Gutta Percha & Rubber, Limited

Head Offices and Factory, Toronto

Branches In All Leading Canadian Cities.

EUREKA

Get our quotations for last minute orders of these two popular Spring business Getters.

The above, our No. 8552 Woman's Two Button One-Strap Pump with imitation saddle strap, Last 100 14/8 Baby Louis Heel or Cuban Heel, promises to be as popular as ever during the coming Season. Get in touch with us immediately.

EUREKA SHOE COMPANY, LIMITED

Three Rivers - Quebec

Display Fixtures That Sell Shoes

BEAUTIFUL ADAM and POMPEIAN DESIGNS

FINISHED IN OLD IVORY OR ROMAN GOLD.

These Clatworthy Fixtures make possible the displaying of your shoes to the best possible advantage, and improve the appearance and character of your store. They are a sales help you should not be without.

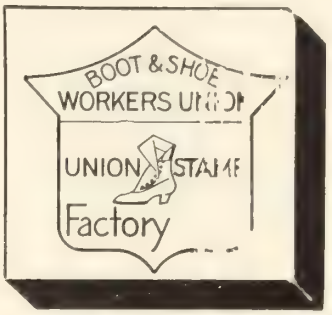
NEW ILLUSTRATED CATALOGUE GLADLY SENT ON REQUEST

CLATWORTHY & SON, LIMITED

TORONTO REPRESENTATIVES: **CANADA**

MONTREAL, E. O. Barette & Co., 301 St. James St. VANCOUVER, M. E. Hatt & Co., 318 Homer St.
QUEBEC, Nap. Debigare, 205 Des Fosses St. WINNIPEG, S. J. Barley, General Delivery.

AIRD & SON
REG.
AIRD & SON
MONTREAL



Are Your Sales Limited?

The absence of this stamp on footwear automatically limits its sale.

For several million Union workers uphold the principles of labor loyalty by demanding the imprint of the seal which represents their fellow associates in a kindred industry—the stamp of the Boot and Shoe Workers' Union.

If your store seeks the trade of the skilled artisan, the best way to bring his money your way is to display Union-made footwear.

FEATURE THE UNION STAMP
IN YOUR LOCAL ADVERTISING

Boot and Shoe Workers' Union

The Union that has an agreement with manufacturers settling all wage differences by ARBITRATION

246 SUMMER STREET — BOSTON, MASS.

COLLIS LOVELY, Gen'l Pres. — CHAS. L. BAINE, Gen'l Sec'y-Treas.

Dalaco
CANADA

NEW BUSINESS

THE future of your store depends entirely upon the new business you are developing day by day.

Your prospective customer knows how to discriminate. Our output proves that the discriminating buyer shows a strong preference for "Dalaco".

Capitalize the public's preference for "Dalaco" in developing New Business.

See Samples now showing.

Daoust, Lalonde & Co., Limited

Montreal, Que.

Branches:

Montreal -:- Ottawa -:- Winnipeg -:- Vancouver

COLUMBUS

F A L L

Our travellers are now on the road showing a full line of **Columbus** rubber footwear.

Do not place your order until you see the **Columbus** man.

1 9 2 2

The Columbus Rubber Company of Montreal, Ltd.

COLUMBUS WHOLESALERS:

Lepage, Brady & Co., Charlottetown, P.E.I.
William Cook Shoe Co., Truro, N.S.
Fleetwood Footwear Ltd., St. John, N.B.
Louis McNulty, St. Johns, P.Q.
J. I. Chouinard, Montreal
N. B. Young, Toronto
W. A. Law Footwear Co., Winnipeg
Shaw Bros., Edmonton
G. H. Anderson & Co., Vancouver

MARVEL BRAND

"PYRAMID HEEL"

Hosiery with a Selling Appeal

The interesting feature of heel formation in this new Marvel Brand speciality makes an instant appeal to the buyer of good hose.

"PYRAMID-HEEL" represents a decided improvement in design. While it is new to the Canadian Public, its success is already assured by its distinct superiority of fit and style. Write us about this interesting new line—our No. 8x; it is made in the semi-fashioned leg. We also offer the same style in a fancy dropped stitch effect—No. 1485.

WRITE US FOR SAMPLES AND PRICES

PERRIN - KAYSER COMPANY LIMITED

SOMMER BUILDING **MONTREAL P. Q.**

THE HOME OF THE HECTOR SHOE

QUALITY SERVICE VALUE

These are the three outstanding features of our lines.

The fire has not held us up. We are able to give you normal service.

Get in touch with your jobber for samples.

HECTOR SHOE COMPANY

331 Demontigny Street E., Montreal.

S. Desrochers F. X. Leblanc

CITY OF SHERBROOKE, P. Q.

Rock Forest Plant, Sherbrooke Municipal System
One of Six Water Powers Belonging to City

SHOE MEN

Locate in Sherbrooke!

Excellent Factory Sites
Good Shipping Facilities
Five Railroads
Plentiful Supply of Skilled Labor
Ideal Living Conditions
Low Taxation
Plentiful Housing

CHEAP POWER

SHERBROOKE

For further information, apply
THE MANAGER
Gas and Electricity Department
SHERBROOKE, P. Q.

No 7436

No. 7436.—Countess Last. Black kid oxford Bal. In-stock C & D. widths.

No. 7436—Forme Comtesse. Bal. oxford chevreau noir. En stock largeurs C. & D.

No. 7407.—Brown calf oxford Bal. Countess Last. and Caprice Last. C. & D. Widths. In-stock.

No. 7407—Bal. Oxford veau brun. Forme Comtesse. Largeurs C. & D.

No 177

No. 177.—Black kid 2-strap. Duchess last. C. & D. widths. Imitation tip, or plain. In-stock.

No. 177—Chevreau noir, 2 brides. Forme Duchesse. Largeurs C & D. Bout imitation ou uni.

The LADY BELLE SHOE Company

Limited

All Carried In Stock

Tous ces modèles en Stock

Send for Our Catalogue

Demandez notre Catalogue

Kitchener
Ontario

Représentant pour la Province de Québec
J. LaMOTHE
241 rue Fairmount Ouest
Montreal

No. 1401.—Black kid oxford. Patent or self tip. Aunt Polly oversize. Cushion insole. Rubber heel.

No. 1401—Oxford chevreau noir. Bout verni ou mat. Pointure extra Aunt Polly. Fausse semelle à coussin. Talon caoutchouc.

No. 1401

No. 717 Aunt Polly oversize. Standard and stout ankle. Cushion insole.

No. 717—Pointure extra Aunt Polly. Cheville ordinaire ou forte. Fausse semelle à coussin.

No. 717

A. E. MAROIS, Pres

ALFRED MAROIS, B.ScA., C.E., Vice-Pres.

Manufacturers of a complete line of Men's, Women's, Boys', Misses', Youths' and childrens', Goodyear Welts, McKays and Standard Screws. First-class workmanship, attractive styles and splendid values make them well worth the consideration of any progressive retailer. These Shoes may be obtained of all the leading jobbers in Canada.

Our capacity of 5000 pairs a day enables us to guarantee prompt delivery.

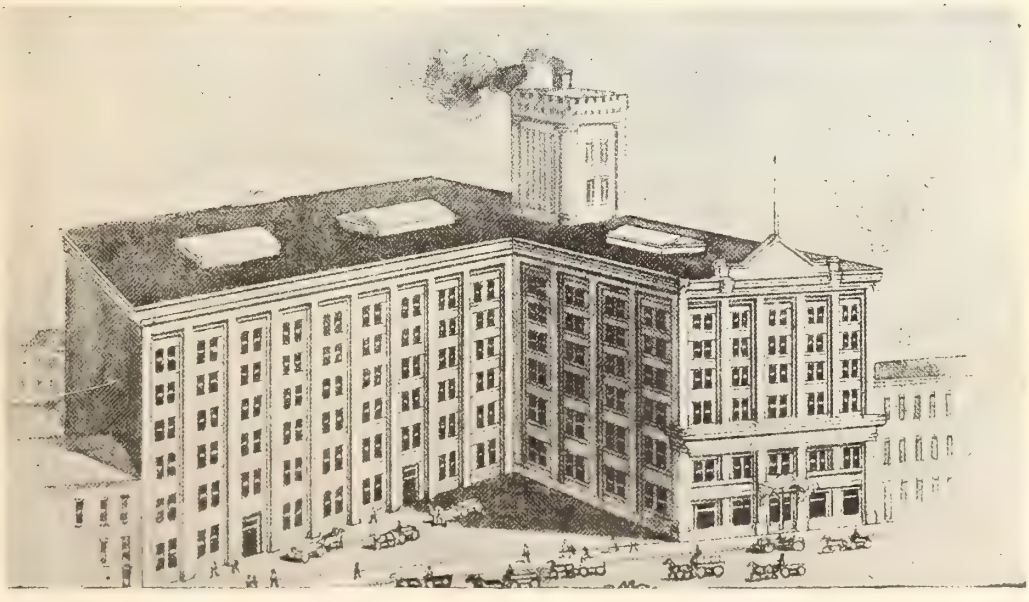
A. E. MAROIS LIMITED

Awarded Gold Medal at Quebec Provincial Exhibition, 1921.

Office - 559 to 565 St. Valier St. **Factory - 10 to 20 Arago Street**

Montreal Sample Room
Shaughnessy Building
137 McGill Street

Toronto Representative
H. F. RINGLAND,
Room 29, Queen City
Chambers, 32 Church St.



ESTABLISHED 150 YEARS

1770 1922

By Royal Appointment.

DAY & MARTIN LTD.

The House with a History

In recommending Day & Martin's Shoe Polish, in the Tin with the "Tab" you may be sure that you are offering a polish which has just the points that give satisfaction to your customers, and make them regular users.

1. It responds instantly to the polishing brush.
2. The shine is bright and dense.
3. The Day & Martin shine remains bright beneath the day's dust, so that a flick and rub with a cloth restores the brightness, without any further immediate application.
4. It is waterproof, and throws off the raindrops like a "duck's back."
5. Only the highest grade Waxes and Pure Turpentine are used in its manufacture.
6. It is so thoroughly British.
7. The "temper-saving" Tin, can be opened at once by means of the simple "Tab" device.

Here is the Tin
The Tin with the "Tab."

Sell your customers Day & Martin's Shoe Polish, and and you will still further add to your reputation for always supplying the Right goods.
Prices and samples on application to:—
Day & Martin's Agents throughout the Dominion.

HARGREAVES (CANADA) LTD.
24 Wellington Street West
TORONTO

Winnipeg **Vancouver**

By Appointment

The Greatest Quality at Any Price

Genuine Indian-Made Slippers
High Grade Elk Moccasins
Tough Elk Work Mitts

These fine lines are the leading products of the Holt Renfrew Indian Factory at Loretteville. The prices at which our new lines for 1922 are offered will compare favourably with any, while the quality of both material and workmanship is supreme—just the sort of merchandise which has made the Holt Renfrew reputation—the sort of merchandise which will do credit to your store.

Write us to-day and our salesman will call, or we will mail samples and price lists direct to you.

Holt, Renfrew & Co.
Limited
Quebec, Que.

Acme Slippers

for

Men, Women, Juveniles

McKay Process

Before placing your order for next season, be sure to inspect the samples of this new firm.

The Slippers are made by the McKay process and come in Men's, Women's and Juvenile sizes.

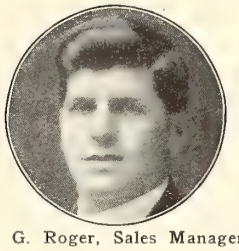
Acme Slippers are a product of genuine quality at a reasonable price, and are capable of gaining for the retailer a liberal volume of sales.

Acme Slipper Mfg. Company
135 Terauley Sreet - Toronto

Chas. C. Descary, President

P. Daoust, Vice-president

Alp. Grise, Manager



J. G. Roger, Sales Manager

Plant of Roger and Airo Rubber Consolidated Limited, Farnham, P.Q. Occupies seven acres and the factory has a floor space of 75,000 square feet.

Quality Small Expenses Small Profit

These are the three most important features of our organization.

Have you seen our lines for 1922-23? They consist of overshoes, rubber boots, gum rubbers (lace and buckle) plain over on all lasts, canvas lace shoes and balmorals in four colors.

Our capacity is from five thousand to six thousand pairs. We use twenty of the most popular lasts.

Write for Samples and Prices

Roger & Airo Rubber Consolidated, Ltd.

Farnham, P. Q.

Sales Office: 312 Champ de Mars, Montreal

AHM System

—and Quebec

Branch Sales Warehouses at:

Charlottetown,
Sydney,
Halifax,
St. John,
Quebec,
Sherbrooke,
St. Hyacinthe,
Montreal,
Ottawa,
Toronto,
Hamilton,
Kitchener,
London,
Winnipeg,
Regina,
Saskatoon,
Edmonton,
Calgary,
Vancouver.

For many years the people of the Province of Quebec have worn Ames Holden Footwear. For many years these people—your customers—have known the full value they received with each pair of Ames Holden shoes they purchased. Ames Holden shoes have been made, for the best part of half a century, in the province of Quebec, by the people of Quebec. This knowledge of this footwear—this long existing appreciation of its quality—assures the shoe dealer who carries a full line of Ames Holden shoes of a steady and dependable patronage. Our nearest branch sales warehouse will fill your orders.

Ames Holden McCready
Limited

Head Office **Montreal**

The Spaulding Counter is a Quality Counter

Shoe manufacturers who have tried Spaulding's Fibre Counters know that "Spauldings" stand for Quality of the very highest degree.

Extreme care used in the manufacture of our own high grade fibre-board assures perfect fit, uniformity and dependability.

Write for samples or better still send us lasts you have difficulty in fitting and let us fit them free of charge with the correct Spaulding Fibre Counters.

J. Spaulding & Sons Company, Inc.

Main Office and Factory
NORTH ROCHESTER, N. H.

Boston Office
203-B ALBANY BUILDING

Canadian Agents
International Supply Co., Kitchener, Ontario, and Quebec City.
V. Champigny, Montreal

The Sun Never Sets
on

CLARKE'S
PATENT LEATHER

used throughout the British Empire by the best manufacturers

A. R. CLARKE

TORONTO

MONTREAL, P. Q.

SALUT! QUEBEC

LES MEILLEURS COMPLIMENTS NE SONT PAS TROP BONS POUR VOUS

Le monde entier sert de marché pour le cuir verni Clarke. Des pays éloignés l'ont proclamé comme étant de "la plus haute qualité." Notre commerce d'exportation augmente. La "plus haute qualité" n'est pas trop bonne pour les principaux dans l'industrie de la chaussure canadienne.

Les manufacturiers de Québec qui se servent du cuir Clarke marchent de pair avec les fabricants du monde entier qui demandent le meilleur cuir verni qui puisse être produit.

& COMPANY

ONTARIO

QUEBEC, P. Q.

WHILE THE

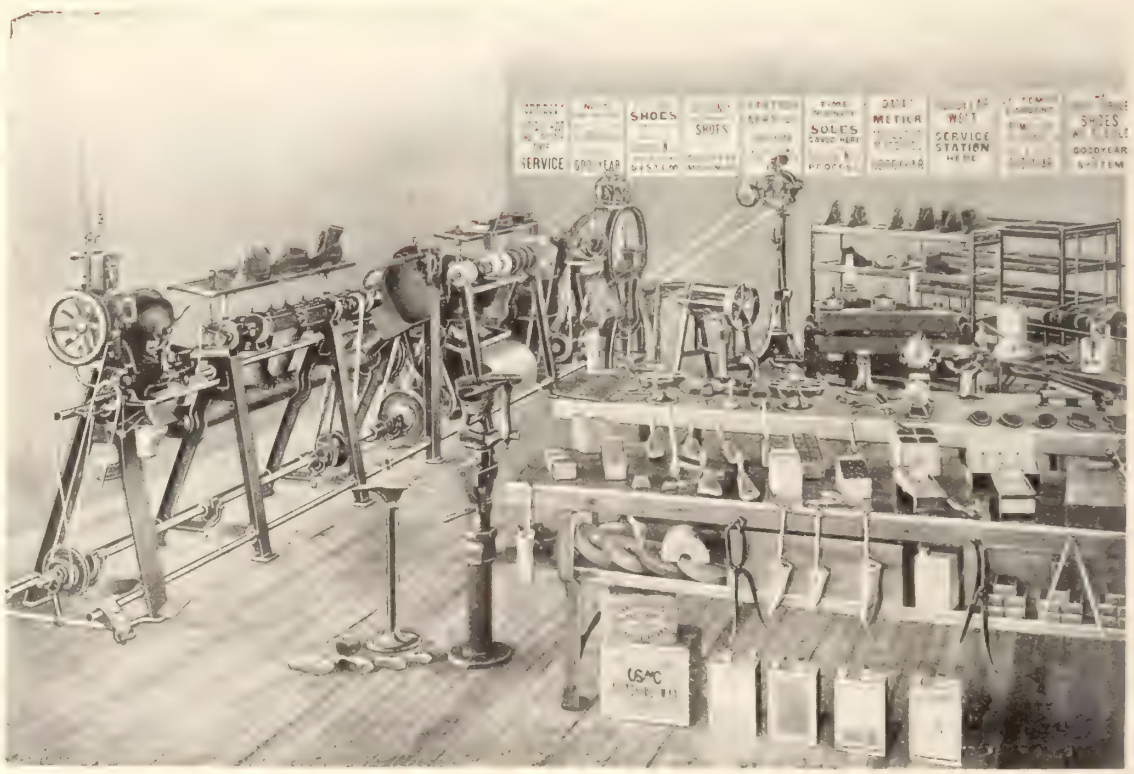
WHAT ARE YOU

DOES YOUR EQUIPMENT ASSIST you in securing the utmost from the fleeting moments --- or does its lack compel the use of methods that are relics of the tallow candle and stage coach days?

IN YOUR SHOP does TIME contribute RESULTS that SATISFY in QUANTITIES that yield a PROFIT?

For complete satisfaction, working efficiency, increased production, mechanical superiority and durability install a

Goodyear Welt Shoe Repairing Outfit



Equipments such as this have been largely instrumental in elevating shoe repairing to the point of becoming a national industry

CLOCK TICKS

ACCOMPLISHING?

There is a Style and Size to Suit Your Business

AT PRICES AND TERMS THAT YOU CAN AFFORD

Used in the successful shops from coast to coast

Send for our Goodyear Welt Shoe Repairing Machinery Catalogue

UNITED SHOE MACHINERY CO. OF CANADA, LIMITED

Main Office and Factory

MONTREAL

TORONTO
90 Adelaide Street W.

KITCHENER
46 Foundry Street S.

QUEBEC
28 Demers Street

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REG. IN KENDEX CANADA

The premier material for Insoles, Sock linings and Heel pads. Insole stock any thickness desired in Oak color or White. Sock linings and Heel Pads in Oak color, Grey or White

Write for Samples and Further Particulars.

Kaneva Insoling

Plain or backed with felt for McKay work. Very flexible, unaffected by moisture and will outlast the shoe.

HEEL PADS

Kendex
Felt
Imitation Leather backed with felt.

PIECE FELTS

For every purpose.

FELT TONGUE LINING

Stripped or by the piece

KENWORTHY BROS. of CANADA LIMITED

St. JOHNS, QUEBEC

Montreal Address: 224 Lemoine Street

Independent Rubbers

For Season 1922-23

Dreadnaught

Veribest

Kant Krack

Dainty Mode

Royal

Brands

Now is the time to plan your rubber requirements for next season. Our wholesale distributors cover the Dominion and their travellers will shortly call on you with our entire range which includes many new and snappy styles.

Independent Brands have no superiors, they are acknowledged the leaders in Rubber Footwear.

The selection is large, meeting the demand of every man, woman and child, and includes values to meet every purse.

For larger rubber sales, stock, sell and push the ever popular Independent Line.

THE INDEPENDENT RUBBER CO. LTD.

MERRITTON - ONTARIO

INDEPENDENT WHOLESALERS

Amherst Boot & Shoe Co., Limited	Halifax, N.S.
Amherst Boot & Shoe Co., Limited	Amherst, N.S.
Brown, Rochette, Limited	Quebec, Que.
James Robinson Co., Limited	Montreal, Que.
J. A. McLaren Co., Limited	Toronto, Ont..
White Shoe Co., Limited	Toronto, Ont.
C. Weaver	Trenton, Ont.
The London Shoe Co., Limited	London, Ont.
T. Long & Brother, Limited	Collingwood, Ont.
The Independent Rubber Co., Limited	Winnipeg, Man.
Amherst Central Shoe Co., Limited	Regina, Sask.
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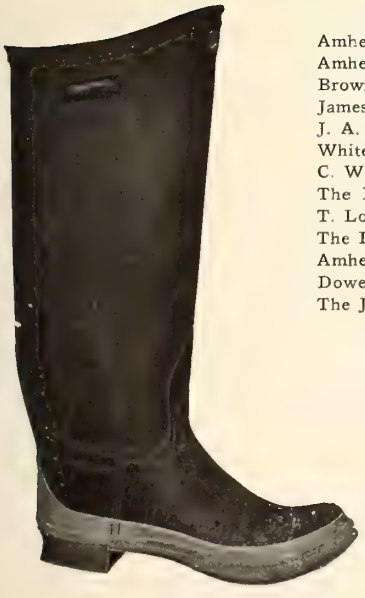

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K.B. Felt Shoes and Slippers are made with scrupulous care and only the finest of Felt is used. Hence their luxurious comfort known to thousands of wearers throughout Canada.

From the standpoint of the Retailer and Jobber K.B. Felts offer a proposition second to none.

They not only produce sound profit but build up valuable prestige among the most desirable class of trade.

Look into K.B. Felt Shoes and Slippers now.

Made by THE COBOURG FELT CO. *Sold by* THE LEADING SHOE JOBBERS

QUALITY
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The one piece brogue oxford shown is one of Peter Braunstein's latest creations. This line is manufactured in all sizes from babies' to men's.

Made in Black, Brown, Smoked Pearl Elk, Tan, Mahogany, and Patent.

The feature of my lines is the specially constructed sole which gives unlimited wear.

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"The Call"

This Province of Quebec Number of "Footwear" is presented to the reader in what one of our French-Canadian friends rather aptly describes as "un costume original" —an appropriate dress as it were.

Our front cover is a color reproduction of Krieghoff's picture "The Call". In it we have all that goes to the heart of your native Quebecer—a bit of Old Quebec painted from the heights overlooking the lordly St. Lawrence; a glimpse of that wonderful waterway itself; a touch of woodland; typical blue hills fading into the background—all an effective setting for the dignified figure of the Huron Indian hunter, a figure which takes us back to the most romantic times of our history, a figure full of life and purpose, intent in the pursuit of that call to the wilds which brought our Indian predecessors their sustenance and clothing.

In this cover we have a typical bit of Quebec painted by a man whose life work was the portrayal of habitant life in Quebec.

Krieghoff!

Who was Krieghoff?

And by the way pronounce the word **Craig-off** if you are talking to a Quebecer.

Cornelius Krieghoff—to give him his full name—was the eldest son of John Kreighoff, a manufacturer of wall paper at Dusseldorf, in Saxony, where Cornelius was born one hundred and ten years ago. He came to the New World at an early age, and after spending a little time in the United States and in Ontario he settled down in Montreal, finally to take up his abode in Quebec City.

Krieghoff pictures may not be great pictures, but they are essentially of Quebec, and interest in them grows with the years.

Krieghoff gives us wonderful glimpses of the salient features of the life of French Canada as it existed three parts of a century ago—that life which has now practically passed into history, enveloped by that fuller more representative life which has taken its place, and which is securing for the Province of Quebec permanent status as a leader of industrial, educational and social attainment.

Quebec Has Done Big Things in Shoemaking and Will Do Bigger

Canadian shoe manufacturing was cradled in Quebec, and while it has spread and developed rapidly in other parts of the Dominion, this Province may still be regarded as its home. It is Quebec's commercial protege, the eldest member of her industrial family. To-day she supplies some 65 per cent of Canada's footwear requirements, and Quebec-made footwear is sold throughout the country from Halifax to Vancouvr and from Toronto to White River.

It is evident, therefore, that the story of the development of the footwear industry in the French-Canadian Province is practically the story of the development of the footwear industry of the Dominion. The shoe manufacturers of Quebec have kept pace with every progressive movement in mechanical invention and factory organization, and considering its stage of development and the limits of the market, we believe the industry they have built up in this country compares favorably with any in the world for efficiency of methods and quality of product.

There is something to be gained by a review of the progress achieved in the past, and there is more to be gained, probably, by an analysis of the present situation and a consideration of the future possibilities. These are all discussed in the pages which follow. Undoubtedly a tremendous growth of the domestic market will take place within the next quarter of a century. There is reason to believe that a few short years will see an unprecedented influx of Europe's surplus population into Canada. There will be new feet, millions of them, and the Province of Quebec will be keenly interested in the fact that they will all have to be shod. Will her shoe manufacturers be ready to handle the increased demand? Their enter-

Are you a member of your trade organization?

prise in the past is proof of their readiness to meet the future.

During the war Quebec's shoe factories did a very nice little export business. The coming of "peace" has, temporarily, removed that outlet for her production, and the prospects for the future are difficult to predict. It is not likely that there will be any opportunities for foreign business in a large way within a year or two, but there is this favorable factor to be noted that as the domestic demand grows the ability of the industry in Canada to compete in foreign markets will increase—inasmuch as the growth of production will reduce overhead and permit greater specialization.

Everything considered, it is evident that Quebec's shoe manufacturing industry is firmly founded and that it will be a source of prosperity both to the Province itself and to the Dominion of Canada as a whole during the years to come.

Assignments, Compromises and Credits

At the recent convention of the Shoe Manufacturers' Association of Canada, a resolution was passed urging that no application for assignment or compromise should be accepted without being investigated by the Canadian Credit Men's Trust Association and being passed upon by a trade creditors' committee.

It is interesting to note that this resolution has the backing of the N. S. R. A. A letter was written by the secretary of the latter organization, suggesting, on behalf of the executive, that the recommendations made some months ago by the executive of the Shoe Manufacturers' Association regarding assignments and compromises should be embodied in resolutions. The N. S. R. A. further recommended that before credit be extended a prospective retailer, his financial resources should be thoroughly investigated—intimating that failure to take proper precautions in this respect was no doubt a factor in the 20 per cent. increase in the rate of insurance on retail stocks.

This attitude on the part of the retailers' organization evidences an appreciation of the fact that the dishonest or irresponsible dealer is a liability to the retail trade as well as to the manufacturers, and that he should be eliminated from the industry as speedily as possible—or, better still, his entrance into it prevented by the refusal of credit.

The honest, hard-working merchant, who, through unforeseen circumstances, has been forced into a tight corner, deserves sympathy and an opportunity to work out his salvation. But the crook, who seeks by the devious paths of assignment and bankruptcy to actually strengthen his finances, and the slacker, who looks to compromise as an easy way out of business difficulties, deserve the most drastic treatment the law can accord them.

Unfortunately, as the experience of the manufacturers seems to have proved, the most drastic treatment that such can be accorded under the present Bankruptcy Act, is mild in the extreme. The matter was discussed in the presence of Sir Lomer Gouin at the shoe manufacturers' banquet, and the Minister of Justice promised that the Cabinet would be ready to consider any representations made to them with regard to amendments to this Act. It is to be hoped that early action will be taken by the new government to institute a measure that will insure absolutely fair treatment to the honest merchant who is in business difficulties and which, at the same time, will effectively curb the machinations of fly-by-night dealers who attempt to make bankruptcy a means to profit. A continual crop of assignments and compromises is bad for business. The merchant who plasters the front of his store with notices that "entire stock must be cleared at 25 cents on the dollar" may for a time, put a crimp in the trade of all the other retailers in his line in the neighborhood. One may benefit, while a dozen are injured.

There is no getting away from the fact that the situation with regard to assignments during the last few months has been a difficult one. The opinion, however, is expressed in many quarters that the weeding out process has been pretty well completed and that from now on business may be transacted with a fair measure of confidence. But there is little doubt that manufacturers will, in the future, be more careful to investigate before extending credit. And, in the words of one prominent retailer, "Heaven help the man whose rating isn't right."

The Lesser Shoe Centres of Quebec Province

There is sometimes a tendency to regard the factories of Quebec City and Montreal as comprising the entire shoe manufacturing industry of the Province of Quebec. This is a mistaken supposition, for there are quite a number of modern plants, of considerable capacity, located outside of these two centres. St. Hyacinthe has five shoe factories, Three Rivers has two, Contrecoeur, three Acton Vale, one; Plessisville, one; Pointe aux Trembles, one; Terrebonne, one. There are also a number of plants at rural points manufacturing children's shoes, larrigans, shoe-packs, etc., in a small way.

Of the factories enumerated above, five have McKay departments, four have standard screw departments and three, welt departments. Three are producing turns, one being devoted exclusively to this type of shoe. One plant specializes on women's lines, and two, on children's. Others are making the cheaper staples such as larrigans, shoe-packs, nailed goods.

The Progress of the Shoe Manufacturing Industry in the Province of Quebec

A Review of the Factors which have Contributed to her past Achievements and which Insure her Continued Development—Mechanical Evolution of the Industry—The Trend toward Specialization—Present Conditions and Prospects for the Future.

What are the causes that have led to Quebec's assuming such an important place in the Canadian footwear industry? How did she come to build up such an extensive and complete shoe manufacturing organization? These are not easy questions to answer directly; different individuals assign different reasons, and some declare that it is merely a matter of chance. But possibly we may find a simple enough explanation if we consider the manner of its development. Quebec City was the first shoe making centre of Canada. Why the industry originated there is, after all, not difficult to comprehend. It was in the early days the metropolis of Canada, and it was only natural that an industry of such vital importance to the masses of the people should be first established in the chief centre of population in order to simplify the problem of distribution. There were at that time no Transcontinental railroads spanning the Dominion, no Pullman cars, no aeroplanes, no adequate express service, and transportation was a real problem. Hence the establishment of the first shoe factories in Quebec where the largest local demand was available. The supply of labor was also of course a factor in the situation, and it was a factor, too, which later led to the initiation of the industry in Montreal.

And once established, an industry tends to grow and reproduce itself. There is what may be called a "law of accretion" which is operative in every sphere of life. It is the same law that produces the multi-millionaire, that concentrates population in large centres and that tends towards the creation of monster corporations. There is a struggle when the industry is first established; there is a weak and feeble growth for a time, but once it gets properly on its feet it begins to expand by leaps and bounds, and the larger it becomes the more rapid is its rate of growth.

So it is with the shoe industry; it was planted first in Quebec, and after a period began to assume considerable proportions. The seed was, so to speak, carried to the nearest fertile field, Montreal, and there took root also, and all the conditions were so favorable as to produce a phenomenal development. The first manufacturer who established a plant built up a staff, and it was natural that after a time one of his foremen should decide that he would make a venture in the business on his own account. When he proved successful, members of his staff thought likewise, and more plants were established in the same neighborhood, and so on, almost, we might say, ad infinitum.

Naturally, also, where the industry is concentrated the most plentiful supply of trained labor will be found, and it is, generally speaking, a much simpler matter to start up in the shoe manufacturing business in a city such as Quebec or Montreal than in any city or town where no footwear plants are already in existence.

This is the story of the growth of the shoe centres of the Province of Quebec, just as it is the story of the development of Brockton, Lynn or Haverhill. There are, however, some conditions which were essential to the establishment of the industry in the first place. One was a supply of a suitable type of labor to draw on. In Montreal and Quebec city this requisite was to be found. The French-Canadian himself will probably shrug his shoulders and say that there is nothing in it but there does not seem to be any doubt that he has a special aptitude for shoemaking. Witness is borne to this fact by many of the English speaking manufacturers. "The French-Canadians are born shoemakers" said one well known manufacturer, himself of Scotch descent, when his opinion was asked upon the matter. "They have a natural dexterity which fits them particularly to carry out the various processes of shoemaking with speed and efficiency." He declared that French-Canadian labor is also, generally speaking, of a contented disposition and friction between employer and employee seldom occurs.

Availability of Mechanical Equipment a Factor

Proximity to source of supply of raw materials is one of the deciding factors in the locating of many of our industries. In the case of the shoe factory, however, it seems to have taken a secondary place; for while Quebec has some important tanneries, the greater part of Canada's output of leather is produced in Ontario. (This very factor mentioned above being probably the original cause of tanneries being established so far from the shoe centres, namely, the proximity of the great hemlock forests). The distance from Quebec city and Montreal does not seem to constitute any handicap whatever. Availability of mechanical equipment appears to have been a more important factor in the development of the shoe industry and the early location of the plant of the United Shoe Machinery Company in Montreal was undoubtedly one of the contributing causes to the concentration of the industry at that point. Prior to 1899 the Canadian shoe manufacturers obtained the greater portion of their machinery from different makers, for the most part located in or near Boston. In some instances a machinery manufacturer might supply a variety of equipment, and in other instances only one type of machine, but there was no expert service available for Canadian shoemen to equip complete plants. Not only had they to pay the cost of the apparatus, but there were also duty charges and all the expenses of the expert who generally had to visit the plant, set up the machinery and give instructions as to its operation. These conditions were for some time a handicap in the development of the industry. Many preferred to continue the use of such old-fashioned methods as the use of the old waxed ends and hammer rather than to attempt the mechanical equipment of their factories under the difficult conditions mentioned. It was only natural, therefore,

that the establishment of a shoe machinery plant in Montreal should have given an impetus to the industry and encouraged its growth in the vicinity.

The Mechanical Evolution of the Industry

For the history of the evolution of the footwear trade has been bound up with mechanical developments and it was with surprising rapidity that the shoe factories of the Province adopted the more modern methods and installed complete mechanical equipment. Improved machines have appeared from year to year as rapidly as they could be assimilated. Huge investments have in many cases been necessary to perfect the equipment for the performance of the various shoe making operations but neither the money nor the inventive genius were lacking and the progress of the last quarter of a century will compare favorably with that in any other industry. As an example of the enterprise along this line, it may be cited that the expenditures necessary for the perfecting of the pulling over machine before it was placed on the market amounted to over a million dollars.

This Twentieth Century has been called the "machine age" and there are those who lament the "dehumanizing" of industry as they are pleased to call it. They declare that instead of machinery being the servant of man, man has become the slave of machinery, that he has built up an endless succession of machines for producing machines and that each new invention makes necessary the further multiplication of mechanical devices, with the result that the mass of the population is devoting its energies to non-essential work. However that may be, and whatever may be the weaknesses of our civilization, one thing, humanly speaking, is absolutely certain: that the further progress of the industry will depend largely upon mechanical developments. Our industrial organization is married to machinery and there is no possibility of divorce. And undoubtedly the most fruitful results in the development of production will be obtained through effort in this direction. That is what the shoe industry is doing. The shoe factories of Quebec Province are mechanically up-to-the-minute. Competition, as a matter of fact, makes it imperative. No plant could continue to operate at a profit today which had failed to substitute modern mechanical methods for the old-fashioned hand operations.

Production of New Equipment

In connection with this phase of the situation it is interesting to note that there has been a successful attempt on the part of the machinery producers to keep one jump ahead of the demand. It has been the policy not to wait until the factories ask for new devices before attempting their invention but to have them perfected and in readiness to fill the need as soon as it arises. To this end experimentation is carried on continuously by skilled engineers and factory experts.

A little imagination will enable the reader to conceive what this progressive development means to the Quebec and Montreal shoe districts. The industry here is still, practically speaking, in its infancy. Thirty years ago it could not be said to deserve any higher designation than that of a trade. Today it is young at a time when it is good to be young. The Brockton, Lynn and Haverhill shoemaking centres were developed under conditions much less favorable than those which exist today. Machinery was crude and methods comparatively inefficient when they were at the same stage of development as Montreal and Quebec are at present. They had to compete with imported goods and with hand production to a large extent. Today Canada's imports of footwear are negligible. The shoe manufacturers have the entire field to themselves, and as our population increases, as it will very rapidly, their output and their organization will grow in proportion. It does not take any high flight of fancy to get a vision of Maisonneuve not many years hence with great shoe factories rivaling those of any other country in the world and incomparably more efficient than any that exist today.

Development of Specialized Plants

With this development in capacity and mechanical methods will also come a greater trend towards specialization. The industry today in the Province of Quebec is fairly well specialized. There are only one or two factories now making a complete line of footwear and in these the different processes are carried on in entirely separate departments. The comparative smallness of Canada's population has made it impossible to specialize to the extent that has been done in the States but there are a number of instance where it has been successfully accomplished.

In Montreal there are three factories specializing on men's goods; six are devoting their entire attention to women's lines and sixteen to children's shoes. Among the children's shoe factories are a number of small plants with capacities of less than 300 per day. There are some successful examples of specialization in a big way. One of the largest plants in the country, located in Montreal, is producing men's and boys' welts exclusively. Another in the same class is devoted to women's welts and turns. Women's welts and turns also comprise the output of two of the highest grade factories in the city.

Quebec City, like Montreal, has a large and up-to-the-minute plant devoted exclusively to the manufacture of men's welts. It also has a plant with a capacity of one thousand per day specializing in women's fine McKays and Turns.

These are merely a few illustrations of the general trend and there is no doubt that the next decade will see further important developments along the same line. It is merely a question of demand.

A Wide Variety of Lines Produced

Even at the present stage of its growth the Quebec shoe industry has attained remarkable completeness in its organization and range of production. From the factories of the Province can be supplied anything from a moccasin or a sheepskin lace shoe at about $1.25 up to a fancy turn that will retail as high as $18.00. Practically every type of shoe required for any purpose is produced.

There are certain special phases of the industry such as moccasin and Indian slipper manufacture, which is centred principally at Indian Lorette, ten miles from Quebec city. This is mainly an Indian industry and the methods used are largely those which the Indians themselves originated. Machinery has, of course, been introduced in some departments but only by hand work can the genuine Indian moccasin, with its distinctive decorative features be produced.

In Step With the Style Parade

The shoe manufacturers of Quebec Province do not pretend to actually originate new styles in the

some sense that Paris does; what they do claim to do, however, is to interpret faithfully and skillfully every new development in footwear fashions and to anticipate them as far as possible. Montreal is a big shoe centre and a fashionable city but its footwear styles are largely regulated by the New England trend. The increasing facility of inter-communication has made the influence of the big American shoe districts all the more forcibly and speedily felt, and, as a matter of fact, Montreal today is scarcely twenty-four hours behind Brockton or Haverhill. The shoe men of this city are constantly in touch with these U. S. footwear centres, and with New York and Boston. As soon as any likely novelty appears they have it, and it gets its trial in Canada almost as soon as it does in the States.

Quebec Contributes over Sixty-Five Per Cent of Canada's Footwear Production

The Province of Quebec in 1920 contributed over 65% of the Footwear production in the Dominion of Canada. She has 91 factories and her total estimated annual capacity is 14¼ million pairs of shoes.

Some interesting preliminary figures have been supplied by the Bureau of Statistics regarding the production of the Shoe Industry in the year 1920. The Province of Quebec's output is here shown in comparison to that of other Provinces, classified by processes and it will be noted that Quebec leads in quality of production in every line. In McKays and footwear of the metal fastened type the preponderance is particularly noticeable. In welts also she has a long lead, having produced over 4½ million pairs, which is almost equal to the combined production of the other Provinces. The output of McKays in Quebec exceeded 6½ millions, according to Government figures, a figure which is considerably greater than the total for the rest of the Dominion.

The capital invested in the shoe industry in the Province of Quebec is close to 19 millions dollars, according to the figures shown, which compares with about 13-¾ millions for all of the other Provinces. The number of employees in Quebec shoe factories is quoted as approximately 700, which about equals the number of employees in the shoe factories of all the other Provinces combined. The value of Quebec's production is computed at over 40 millions, and that of the rest of Canada at approximately 24 millions.

The figures supplied by the Dominion Government are stated to be preliminary only, as the returns are not complete, but they may be taken as indicating roughly the standing of Quebec in the manufacture of footwear in relation to the rest of Canada.

An analysis of the manufacturing situation in Montreal shows that there are 20 factories producing men's shoes, 26 producing women's, and 37 producing children's. Of these there are three exclusive men's shoe factories, six exclusive women's shoe factories and sixteen exclusive children's shoe factories. The children's shoe factories include a number of small plants of low output. There are ten concerns manufacturing men's, women's and children's shoes. Welts are manufactured in 20 Montreal plants; McKays in 25, and Turns in 13. There are only six plants producing Stitchdowns, three turning out pegged goods, and one Standard Screws. Six local factories are engaged in the production of moccasins. The exclusive McKay factories in Montreal number 13, exclusive welt factories four, three turn and three stitchdown.

In Quebec city the production of the various types of footwear is in somewhat different proportions. There are fewer plants producing welts, the total number in this instance being eight, while there are 29 engaged in the manufacture of McKays. Only two

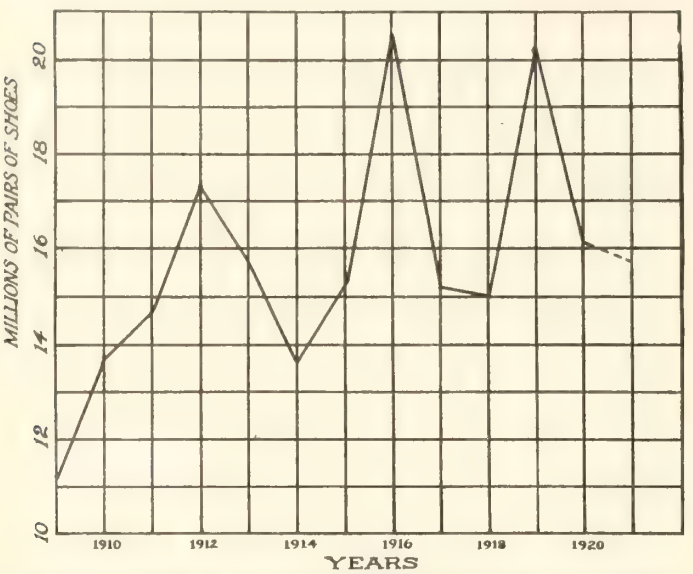
	Establishments.	Capital	Employees on Salaries		Employees on Wages		Cost of Materials	Value of Products
			Number	Salaries	Number	Wages		
	No.	$		$		$	$	$
CANADA	171	32,663,020	1,464	2,999,826	11,439	10,770,655	40,478,080	65,394,924
Quebec.....	91	18,863,591	707	1,666,283	6,702	6,600,605	25,953,495	41,394,703
Ontario.....	66	10,806,198	666	1,166,027	4,000	3,523,621	11,745,169	19,739,326
New Brunswick ..	5	1,402,498	62	121,331	432	372,113	1,789,529	2,774,475
Nova Scotia.....	4	1,244,938	23	38,800	176	111,113	526,846	818,517
British Columbia	5	345,795	6	7,385	129	163,20[illegible]	463,041	667,903

Classification of Boots and Shoes by Processes, 1920.

	Hand-made	Welt	Imitation Welt	Turned	McKay	Wire, screw or metal fastened	Wooden pegged	All other	Total
	No.	No.	No.	No.	No.	No.	No.	No.	No.
CANADA	490,343	4,514,148	335,895	1,745,474	6,531,459	2,033,253	105,179	1,753,143	17,508,864
Quebec.....	351,093	3,428,179	134,771	1,269,875	3,934,159	830,509	65,866	136,472	10,150,924
Ontario.....	40,550	969,453	192,689	475,599	2,412,159	982,721	500	1,475,472	6,549,143
New Brunswick	64,300	92,361	1,500	-	143,605	53,084	11,867	139,699	506,386
Nova Scotia	29,354	3,462	6,935	-	41,536	100,460	26,946	-	208,693
British Columbia...	5,046	20,693	-	-	-	66,479	-	1,500	93,718

The Table shown above indicates the status of the Province of Quebec in the Canadian Footwear industry. It also analyzes her production, as compared with the other provinces of the Dominion. These are preliminary figures for the year 1920 supplied by the Dominion Bureau of Statistics.

plants are producing Turns. The number of plants equipped with Standard Screw departments is much larger than in Montreal, there being 15 concerns producing this type of footwear. There is just one exclusive standard screw factory. One plant only is devoted entirely to the manufacture of men's shoes, and one to the manufacture of women's. There



This graph pictures the "up and downs" in the output of shoes in Canada from the year 1909 to the year 1921. The figure for 1921 is an estimate

are six producing children's shoes only, but a number of these are of very small capacity.

Quebec has two larrigan factories, two moccasin or shoepack factories, and one concern producing rubber soled footwear. One well known firm in the city specializes on sporting goods.

The Old Order Changeth!

Reminiscences of By-gone Days—Old Systems, Old Firms, Old Names, that Have Passed

The past 25 or 30 years have seen greater changes in the Canadian shoe manufacturing industry than did any previous period of equal length. The old firms have practically all passed away, and so have the old methods. The type of shoe being produced to day is, of course, incomparably superior to that produced in those early days. The factories then were inadequately equipped; five hundred a day would have been the limit of capacity of the largest plant existing in the province of Quebec at the end of the last century and most of the higher grades of shoes were either imported or made by hand shoemakers. It was a common practice in those days for a man to have his measure taken by one of the old time shoemakers and have a pair of shoes made for himself by hand. McKay machines had been in use from the 70's, and sewing machines and pegging machines had also been installed at an early date, but it was not until the 90's, that the welting process was introduced into Canada, and it took some time before the consuming public was fully reconciled to the machine made welt in place of the hand made article.

Montreal's Down Town District

It was not until after the beginning of the present century that Montreal began to take a lead in the shoe manufacturing industry. Quebec up to that time was the shoe centre of the Dominion. Montreal's first factories were practically all located in the centre of the city, and it was the policy of the municipality of Maisonneuve in offering bonuses to factories that finally tempted the new concerns to establish themselves in that district and the old ones to move their plants there.

Among the old down-town factories were those of James Linton, Slater, McCready, James Whitham, J. & T. Bell, Michaud-Lefebvre & Co., Lefebvre Freres, O. Vignette & Co., Thompson & Co., J. C. Hemond & Co., Clement & Lafleur, Daoust & Lalonde and Cochrane & Cassells. Most of these names are now relegated to the records of the past, but one or two of the concerns mentioned are still very much alive—Daoust Lalonde & Co., and J. & T. Bell, for instance.

It is most interesting to note that Daoust Lalonde & Co., are now occupying premises which formerly sufficed for four different shoe manufacturing concerns. J. & T. Bell have likewise established themselves in much more imposing quarters. Back at that time they were located on the second floor of a small building Even then, however, their reputation was firmly established, the firm having been in existence since the year 1814. The name of Bell is retained although the management of the firm has changed more than once.

At the end of the last century St. Hyacinthe was also known as a shoe manufacturing centre of some importance, its principal factories being those of J. A. & M. Cote and Seguin & Lalime. The latter firm then had a Dominion wide reputation and their product was very popular. They have since, however, passed out of existence, but the former, of course, is still operating and its name and products are known from coast to coast.

The Discarded Contract System

The system of handling labor in the early days was quite interesting. The policy first adopted by the manufacturers was to hire foremen with whom they made contracts to carry out the manufacture of their shoes for a given period of time. The manufacturer supplied the premises and the mechanical equipment and the foreman hired his own labor and superintended the production of the shoes. It soon became evident, however, that the foremen were making a pretty good thing out of this arrangement; they worked short hours, came in at perhaps nine o'clock in the morning and left at four or five in the afternoon—and at the same time began to show indications of affluent circumstances. Consequently, the manufacturers decided that there was an opportunity for them to make greater profits themselves, and accordingly the system of operation was changed, and they hired their own labor and paid the superintendents a salary for over-seeing the work.

Fitting Work Farmed Out

At that time also there was a considerable quantity of fitting work done outside the factories entirely. It was a very common thing for the wives of the workmen in Montreal and Quebec city to install sewing machines in their back yards and they would visit the factories daily with their baskets and receive lots of uppers which they would take home, and return the next morning fitted. Even today there is some of this done but not to any large extent. If the same system was applicable in a large way under present conditions it would help to counteract the shortage of

help in the fitting rooms of the factories in this Province.

When Cartons Were regarded as a Frill

Methods of distribution as well as methods of manufacturing have considerably changed. Before the beginning of the present century it was only the best quality of shoes that were shipped in cartons, and travellers would sometimes offer to supply cartons as a special inducement to get business from the retailer. Some of the old timers recall how long boots made in Quebec city or Montreal, were packed in barrels to be sent to the lower provinces. Shoes were also frequently shipped in trunks, and the retailer bought the trunks and sold them as a side line in his store. Those were the days when shoes were strung from the ceilings of the shops and hung outside the stores on stands. The quality and the price of the goods were such that careful treatment of them was scarcely considered necessary. There were large quantities of split bats sold and also brogans—two types of shoes which today are practically relics of the past. Quantities of these goods were sold at prices around 75 cents per pair.

Catering to the Quebec Market

Some Current Delusions regarding Supposedly Unique Characteristics of the French-Canadian Demand—Same Principles of Service and Salesmanship Apply as in other Provinces

The people of the other provinces are somewhat inclined to regard Quebec as living a different life and demanding different commercial treatment from the rest of the Dominion. They are under a misapprehension. It is unfortunate that more of them have not visited the historic Province and made themselves acquainted with its people and its industries. Some go 'round the world and fill diaries with results of their observations in foreign lands while they remain in crass ignorance of many phases of life in their own country.

Seeking for Differences Which do not Exist

Business men from other Provinces would do well to gain a personal knowledge of the Quebec territory by actual going over the ground, not that the French-Canadian requires to be studied as a distinct species, but rather because there are many who thing so and who stand in need of disillusionment in this connection. Exactly the same principles of courtesy, service and square dealing apply in catering to the Quebec trade as in the rest of the Dominion. The people eat the same kind of food, wear the same kind of clothes. They are married and given in marriage and they earn their bread by the sweat of their brow. They cultvate farms and operate stores and produce goods in up-to-the-minute factories. To put the matter briefly, they are Canadians and wish to be regarded as such.

Quebec has of course, like all of the other Provinces its characteristic features. While it boasts as its chief City the commercial metropolis of Canada, it is not primarily an urban, but an agricultural Province. 36% of its population are engaged in agricultural pursuits: 24% in the manufacturing and mechanical trades: 15% are in domestic and personal service: 14% are engaged in trade and transportation: 6% in professional pursuits: and the remaining 5% include the lumbering, fishing, mining, and miscellaneous industries and also the non-productive classes.

General Stores Numerous

The fact that, as pointed out above, Quebec is so largely a rural Province means of course that there are a larger number of general stores than if the population were concentrated to a greater extent in towns and cities. The total number of the general stores in the Province is 5,345 of which there are 4,619 operated by French Canadians, while the number of exculsive boot and shoe stores is 929 of which 876 are operated by French speaking proprietors. In these general stores of course the same specialised attention cannot be given to the footwear end of the business as is given in an exclusive shoe store. From this, it must not be inferred, however, that this class of trade does not require to be catered to in the matter of stlyes. Within the last five or six years particularly, there has been a decided development along this line in men's and women's footwear. There have been more men's welts sold within the last couple of years than ever before in the history of the trade. The French-Canadian woman whether she lives in town or country is a neat dresser and she demands shoes that are in style and in good taste. The rural sections are of course, some months behind the big cities but they keep up with the trend as they see it. There was a time many years ago when fashion was scarcely a factor to be taken into consideration in the production of shoes for distribution in the country or in the small towns of Quebec, but that has all been changed. The rural population is now in closer touch with the cities. Girls and young men come in from the farms and take up work in the industrial centres. They are not long in getting into the ways of City life and are soon as up-to-the-minute in their selection of wearing apparel as any of the city bred folk. Then they will pay a visit to their friends in the country or some of their friends may visit them. Naturally, in this way, the styles are very quickly communicated to the rural sections of the population, and it is not easy to foist out-of-date models upon the trade in any part of the Province.

The demand for the various types of shoes in the rural sections in indicated by the following figures supplied by one of the largest jobbers in the country, the greater part of whose business is done in Quebec province. The figures shown are for years 1917-1918-1919. They indicate the percentage of each class of shoes sold during the years named:

Class of goods	1917	1918	1919
Men's Goodyear Welts	9½ %	21 %	13 %
Men's Heavy Working Shoes	6½ %	4 %	3½ %
Men's Medium Shoes	6 %	3½ %	3 %
Men's, Women's Low Shoes	5½ %	4⅛ %	5½ %
Women's High Shoes	9½ %	12 %	16 %

Boys' & Youths'	6 %	5½ %	6½ %
Misses' & Children's	5 %	5½ %	7 %
Infants'	4 %	5 %	4 %
Heavy Felts, Felt Slippers. Moccasins Skating boots, Socks	6½ %	9½ %	11 %
Rubbers	9 %	12½ %	11 %
Tennis Shoes	3 %	3½ %	3 %
White Canvas Goods	3 %	6½ %	5½ %

These figures represent about 75% of the total sales

Previous to 1899 the United Shoe Machinery Co. of Canada occupied the top floor of this building.

of the firm. Figures are not available covering the years 1920 and 1921, but one feature of the situation has been the heavy demand for men's Welts in 1920. This demand has since fallen off to a very great extent.

Manufacturers and jobbers catering to the general stores of the Province point out that one of the features of the market is the wide range of styles called for. A general store-keeper will include in his stock a little of everything—from a sheepskin oxford to a stylish strap slipper. He does not, of course, go into the most expensive type of footwear, but the quantity of fairly high-priced goods that has been disposed of in the rural sections during the last few years is a matter of surprise.

As to type of salesmanship that appeals to the French trade, it is just the same as that which will attain success in any other part of the country. There are those who say that the French-Canadian retailer is more loyal to his firm once that firm has gained his confidence than are the retailers of other Provinces. Possibly this is true, there are others who claim they find no difference whatever in dealing with the Quebec trade and the trade of the Maritimes or any other section of Canada. What appeals in one part of the country in the way of service will appeal in any other. It is well, of course, to keep in mind the fact, as pointed out above, that the rural storekeeper, who is a big factor in the business, cannot give the specialized attention to footwear that an exclusive shoe retailer can, and this offers the travelling salesman an opportunity to secure the goodwill and confidence of the general store trade by giving sound and sincere advice regarding the trend of styles, prices, stocks, etc.

Some English speaking salesman who have travelled all over the Province of Quebec for many years are very high in praise of the French-Canadian dealers, and of the French-Canadian people as a whole. They have certain characteristic virtues which are perhaps becoming more or less rare in other sections of the country. Their tastes are simple and yet they are artistic in their ideas and neat in their dressing. It is a marvel to see how the mother of a family of ten or twelve (a number which is by no means unusual in the Province of Quebec) can manage to clothe them all both adequately and neatly on the small earnings of a husband who works for a daily wage in a factory. However she manages to do so by admirable thrift and skillful use of her own ingenious fingers.

One point to bear in mind when dealing with the French-Canadian trade, is that they naturally like to be approached in their own language. In the Cities the majority can speak English but in the rural sections this is not the case and any firm that seeks to sell its goods in this market must present its sales arguments in the French language.

To-day the United Shoe Machinery Co., occupies this great modern plant at Maisonneuve. The two pictures shown on this page are a commentary not only on the development of the company itself, but also on the growth of the footwear industry in the Province of Quebec and in Canada as a whole.

The Birth-Place of the Canadian Footwear Industry

In Quebec City Over Two-Hundred and-Fifty Years ago the First Canadian-Made Shoes Were Produced—To-day Her Shoe Factories Number Thirty-Two and her Tanneries Twenty—Notable Developments Within Recent Years

The City of Quebec! What historic and romantic associations are centred in the Ancient Capital! To those who have even the most elementary knowledge of the history of the Dominion the mere mention of the name is sufficient to recall memories of adventure and heroism—of men who made history, and who were the pioneers of civilization on this continent. The city is indeed a storehouse of historical associations, not surpassed by any spot in Canada or the United States.

Jacques Cartier, who discovered Canada, Samuel Champlain, who founded Quebec in 1608, and the other illustrious personages who laid the foundations of the Dominion, and of the province of Quebec in particular, builded better than knew. They never dreamed that they were the pioneers in opening a country and a province which would exercise such potent influences in the years to come—never dreamed that their names would be linked in undying fame with the splendid development of Canada and of a province which has no superior in natural resources, and which in some respects leads the world.

We are, however, more interested in the commercial and industrial aspects of the City of Quebec than in its historical associations and picturesque location, interesting as these are. Aa a manufacturing centre, the industries of the city are well diversified and include firms dealing in lumber, food products, and iron and steel. Its position in the railway and shipping world is well recognized. Great efforts have been made in recent years to develop the export trade, with the result that both imports and exports show a very large increase.

Producing Shoes Since 1666

The manufacture of shoes and the tanning of leather are Quebec's most important industries. Although the city is not the largest producer of shoes in Canada, it holds the premier position from the point of view that this industry and that of tanning originated in the city. Shoes were first manufactured there in 1666 and the first tannery was established in 1670. As the population increased, these industries gradually expanded, catering almost entirely to the needs of the city and to a certain extent to those of the Province. The turning point was reached with the introduction of machinery enabling the output to be very largely increased and more distant markets to be cultivated. Up to 1867 hand made shoes only were made, the work being carried on in many private houses. Then came machinery, the pegging machine being the first to be used. The gradual displacement of hand labor revolutionized the industry. Step by step production broadened due to the building of additional factories, until to-day the city is the second in Canada from a shoe manufacturing stand point.

Briskness or dullness in the manufacture of shoes and in the tanning of leather means a great deal to the city, particularly in the winter, when the shipping is closed and when the usual influx of visitors is almost at a standstill. There are thirty-two shoe factories making all descriptions of shoes, chiefly for the jobbing trade. There are twenty tanneries, which manufacture a variety of grades of leathers. In what may be termed normal times, the shoe factories employ three thousand five hundred people and the tanneries nine hundred people. The value of production in 1918, the latest official figures available, was eleven million two hundred thousand dollars, which represented thirty per cent of the total production of commodities of the city. It is obvious that an industry which comprises such a large percentage of output is one to be fostered.

The number of concerns operating in the various branches of the industry is indicated by the following figures: shoe manufacturers, 32, leather manufacturers, 20, shoe wholesalers, 13, leather merchants, 23, dealers in hides and skins, 8, heel manufacturers, 2, wholesale shoe findings, 12, shoe counter manufacturers, 6, last manufacturers, 2, shoe repairers, 22, shoe retailers, 51, shoe peg and shoe peg wood manufacturer, 1.

Recent Important Developments in Manufacturing

Quebec firms manufacture a large variety of shoes, from high grade goods to standard screwed and pegged shoes. The main production is of medium grades in men's and women's, with a large production of children's goods. Quebec manufacturers include some of the most enterprising firms in the Dominion, men who are alive to the tendencies of fashion in styles and also to the necessity of employing the latest methods and machinery in order to meet the keen competition of makers in other parts of the country. Of late years the trend has been in the direction of producing a higher quality shoe; this is notably so in the case of men's welts, more and more firms entering this department, and devoting less attention to lines of a lower grade. The reason is to be found in the change of public demand. During and immediately after the war, people, earning larger wages than ever before, were willing to pay for higher class shoes, with the result that welts were in much larger demand. Quebec manufacturers who previously were not making this class of goods hastened to equip their factories in order to obtain a share of the business. Then came the turn of the market, and with it a demand for cheaper shoes. How can this be met in the case of welts? Can manufacturers put out a welt shoe which will meet the public demand for a cheaper line and at the same time give satisfaction to retailers and customers? There are manufacturers who believe it is

imposible to turn out a cheap welt which will stand up and that experiments in this direction will fail. That of course remains to be seen. But one thing is certain, the public wants welts, and they are also insisting on prices which represent a very appreciable reduction from those prevailing in 1920 and the early part of last year. As one manufacturer points out, there is a very big market for medium price goods, but they will have to give satisfaction. Low priced goods are not cheap in the end, and in the opinion of this manufacturer, the public are willing to pay for shoes which combine a fair price with wearing qualities.

The women's lines produced by Quebec firms have of late shown great improvement and they are now marketing a large variety of novelties as well as staple goods. The range has been considerably increased in order to meet the competition from other shoemaking centres.

Conditions and Prospects

The Quebec shoe and tanning industries have passed through many trying periods and none more severe than that of the year 1921. They shared in the universal commercial set back, not perhaps so much in actual diminution of orders as in losses due to the fall in the value of raw materials and stocks and also to cancellations. Some shoe firms did a larger turnover than in previous years and a few made a little money. We need not recapitulate the circumstances which compelled manufacturers to write off large sums, sufficient to say that they took their losses and are facing the future with a feeling of optimism tempered with a policy of caution. Those who liquidated their stocks early in the year fared better than the men who believed that the market would improve. The contrary proved to be the case, and consequently prices were marked down to an extent which did not represent the cost of replacement. Fortunately there has been a recovery from this position and prices are on a more stable basis.

The tanning trade felt the effects of the depresion in a very marked degree; quotations fell away until leather was sold at a considerable loss. The re-adjustment of values rendered necessary by the fall in prices involved in the aggregate a very large sum. Since then the market has picked up, but even now, it is stated, some lines are being marketed at prices which do not represent a profit. One tanner expressed the opinion that this could not continue much longer, and that shoe manufacturers must be prepared to pay higher prices for their raw materials. The extent of the rise would, he said, depend on the demand of the next two or three months.

What Jobbers are Doing

Quite an extensive wholesale business in shoes is done by Quebec jobbing firms, which are thirteen in number. The principal firms are J. H. Larochelle & Fils, Ltd., Paquet Company, Limited, Brown, Rochette, Limited, Louis Beaubien, Limited, T. Duchaine, Poliquin & Darveau. The chief portion of the business is done in the Province of Quebec, but some of the firms go to points in Ontario and the Maritime Provinces. As a rule they carry large stocks of nearly all lines, from the baby's soft shoe to larrigans. Several of the firms have a large number of travellers on the road. The shoe jobbing trade in Quebec cannot be said to be of very ancient origin, the oldest firm having been in business since not more than thirty years ago. Since the first jobbing house was started, the trade has developed from serving Province of Quebec buyers into Ontario and the lower provinces. The bulk of the trade is in medium priced goods, which are sold to dealers in the small towns and villages of the Province. The activity or otherwise of the lumber industry is a strong factor in the amount of goods sold. Last year comparatively few men went into the woods and as a result the business done by Quebec wholesalers showed a decline. As a matter of fact, this section shared in the depression which characterized the shoe business throughout the Dominion.

A Glimpse Into The Past

Let us take a brief glimpse into the past, into the days when the foundations of the Canadian shoe trade were being well and truly laid by the pioneers of an industry which now ranks among the chief commercial assets of the Dominion. Let us go back about fifty years to the period when custom shoes formed the bulk of the trade, and when machinery was quite in its infancy.

Those have nearly passed away, but their good work remains. Mr. U. Trepanier, who is in the employ of the Essex Shoe Company, St. John Street, Quebec, is among the small band of men who can recall conditions in the early days of which we speak. Since he commenced work as a shoemaker, machinery has displaced the hand labor so common when he was apprenticed to the business of shoemaking, and the efforts of successive designers have evolved shoes which are works of art compared with the useful but rather inelegant shoes of long ago—then regarded as the last words in manufacture and style.

As showing the difference in the mode of working and living, Mr. Trepanier stated to a representative of "Footwear-in-Canada" that workmen were paid $6 per week, while apprentices, serving a four year term, were paid $1 per month with board and shoes provided. It was not an uncommon thing for work to be carried on at night and in the case of rush orders—they had them even in those days—work was done on Sundays in order to complete the job.

Women took quite a large share in making shoes, lasting goods in their own houses—these being known as prunella goods, which were in great demand. Women also did work on split leather goods finished with pegs and some with nails.

We have travelled far since those times, when goods were made more for wear than for style and appearance, and when most people could not afford to spend much money on shoes. Cork soles were then in fashion and also long boots usually known as "Napoleon's," which had an extra piece at the knee for protective purposes. "The half-long boot," eight inches high, was in vogue for men, this being made in split leather and also in French calf, pegged and sewn. Shoes made of wood were also largely used by working-men.

As regards manufacture the majority of shoes were pegged, while there was a large number of shoes made with what Mr. Trepanier described as the imitation stitch, finished with nail work. The uppers were usually made by hand instead of being stitched by machinery, although the latter method came into practice quite early in the period when machinery was adopted.

"Close-ups" of Montreal Shoe Stores and Their Methods

A Raid upon the Shoe Merchandising Strongholds of the Commercial Metropolis, with Camera and Note-book, Reveals Some of the Secrets of Their Success in Rendering Efficient Service to the Public, at a Profit — Store Equipment and Systems, Sales Plans and Advertising Ideas that Have Proved their Value under the Test of the Depression—Read About Them

Montreal is a city of variety and variety characterizes its retail shoe stores. It has its recent and up-to-the-minute organizations, modernly equipped in every detail and sparing no expense to appeal to the most exacting class of trade. And it has also historic concerns operating in stores which have become landmarks of the city—stores which have been in existence for 35 years, or perhaps close to half a century, and which, with their established reputation, have a clientele which remains loyally by them from year to year.

Between these two types of concerns there is a widely varying range—stores which make the popular price appeal, but which do not overlook the advantage of attractive premises and distinctive furnishings —small exclusive stores where the quality of the clientele is considered a more important factor that its numerical strength—suburban stores catering to a limited local trade—stores operated by manufacturers, etc. Some of the departmental stores have live shoe departments although these establishments do not occupy as large a place in the commercial activities of Montreal as they do in many other Canadian cities.

A Point of Concentration

The shoe shopping centre which attracts the eye of the visitor to Montreal is located on St. Catherine St. in the neighborhood of Peel St. and east towards Bleury. Here are to be found some of the largest and most modern footwear retailing organizations in the Dominion. One occupying three floors and employing a staff of thirty-five can probably claim the premier position in the matter of size among the exclusive shoe stores under one roof in Canada.

There are some very fine examples of window dressing to be seen in this section. A few of the stores specialize on trims of a very exclusive type, showing but a few pairs of shoes in large windows . The majority, however, make a more popular appeal and are inclined to display a greater portion of their stock, and give the impression of a wider range of styles and cheaper prices.

St. Catherine Street has been beautified in recent years by the installation of many splendid new shoe store fronts. In size they do not of course equal those of retail houses in some other lines, but in equipment and finish they compare favorably with any.

The shoe establishments on St. Catherine St. West, however, cannot pretend to represent the retail shoe business of Montreal as a whole. A ride on the street car along Mount Royal Ave. East, St. Catherine St. East, or Notre Dame St. West, reveals scores of footwear stores, which handle a large percentage of the shoe business of the city. Stores on the other business streets and in the suburbs also take care of their fair share of the trade.

Keeping up With the Style Clock

Montreal is a wealthy city and there is a class of her population to whom price is a small consideration in the purchase of wearing apparel. They want what they like and will pay for it. The shoe merchants of the city have been quick to realize this and many of them are catering to a trade of this type with very profitable results. It has, of course, been necessary to keep right up-to-the-minute in the matter of style, and indeed it has actually been a case of competing with New York. There was a time when fashionable ladies were accustomed to make frequent trips to the big U. S. style centre and buy a large portion of their footwear there, but Montreal houses have been keeping in the closest touch with the market, making frequent trips to New York themselves, and have been able to secure the greater portion of this class of trade. Incidentally, they have educated the public to appreciate the style value and wearing qualities of Canadian-made shoes and have successfully eliminated the prejudice which formerly existed in favor of imported footwear.

Reflects the International Trend

Montrealers to-day claim that their city reflects most quickly each development in footwear fashions. Localism is not a factor. Montreal is a cosmopolitan centre just as New York is a cosmopolitan centre, and it is influenced entirely by the international trend. Prominent retailers also say that there is no appreciable difference between the demands of the French and the English speaking trade. French-Canadians, they state, dress in the best taste and according to the latest styles.

The conditions mentioned make the study of shoe retailing in Montreal a matter of particular interest, and in the following pages a number of typical establishments are described in detail. Numerous illustrations are also shown, which we believe will secure the close attention of our readers. Space would not permit the inclusion of descriptions of many other stores equally worthy of notice,—some of these will be covered in later issues.

Montreal, perhaps, can learn something from other cities in Canada and at the same time there is no doubt that they can learn something from Montreal. We feel therefore, that the descriptive material which follows merits the careful perusal of the retail shoe merchants of the Dominion.

"Complete Service" is the Key-Note of This Organization

It would be hard to find a retail shoe organization which more fully exemplifies completeness in every department than does that of Geo. G. Gales & Company, Montreal. The store is at 481 St. Catherine Street West, close to the corner of Peel Street, an ideal location. It occupies three floors and a basement. On the first floor are the men's and women's street shoes; on the second floor ladies turned slippers and white goods, children's shoes, sporting goods, men's slippers, hosiery, fancy buckles and specialties are to be found, while the third floor is devoted to the office, space for reserve stock and the repair department. In the basement the reserve rubber stock is kept and there is a special department for dyeing and cleaning shoes.

On entering the store one's eye is immediately attracted to a very neat and attractive findings department on the left hand side and on the right is a shoe shining stand including two chairs. These features are indications of the extent of the service which the Geo. Gales firm offer the public, and it is interesting to note the readiness of the customers to take advantage of it. The shoe shining stand, for instance, was first installed in 1916 and at the outset free shines were advertised, a porter being employed at a salary of $6.00 a week and given the rights to the stand and tips that might be forthcoming from that source. It was quite evident that his weekly earnings soon began to increase to a very respectable total. Finally when this employee enlisted the management decided to change the basis of operation and a new man was engaged at a salary of $15.00 per week with 20% commission, the free shine idea at the same time being dropped. Within two week's time the stand began to pay for itself and in another week it was found necessary to employ a second man. The store has since been able to make a little money on the stand while the services of the porters are also available for other purposes saving expense in that direction. The elimination of the free shines, the manager states, has been to the firm's advantage. Previously this feature had proved an attraction to a cheap class of trade which took advantage of the opportunity for economy and frequently crowded the store, while they did not make purchases to any extent in other departments. The shine stand as now operated is a real service feature for regular customers, and the objection mentioned above has been overcome. The service offered is more than that which is rendered in the average shoe shining parlor. The special department in the basement takes care of the dyeing of shoes and the cleaning of all kinds of fancy footwear. One man is kept continually busy in this department and the number of pairs of shoes per week will run well over one hundred.

Findings Stock Turned Seven Times

The findings department is as complete as possible; every type of specialty for which the firm think there may be any demand, is kept in stock and one saleslady devotes her whole time to the sales in this section. A large attractive glass show case is used in which the different lines are displayed to the best advantage. Shelves are also arranged at the back of the display case on which a considerable stock of findings is kept neatly laid out so as to attract the customer's eye. Mr. Gales states that the findings department proves quite a profitable investment and that the stock can be turned about six or seven times a year.

The next special service feature which may be mentioned is a repair section. As noted above, this department is located on the third floor. From three to six men are regularly employed and the volume of business is such that there is generally several days' work ahead. The shop is fitted with the most up-to-date type of Goodyear finishing machine. The stitching, however, is all done by hand. The repair department is connected with the main floor by a private phone and by a dumb waiter which conveys the shoes to and from the parcel desk below. There is also a separate phone line to central. The company does not attempt to undertake any "while you wait work", but specializes on giving quality of service rather than speed.

Another feature of the Gales store to which particular attention must be drawn is the hosiery department. It is one of the most complete hosiery stocks carried in any shoe store in the Dominion. All colors and all grades are stocked and the emphasis of their service is placed upon matching hosiery with the customer's shoes and with their costumes. They also go in for special lines which are not likely to be secured in the ordinary dry goods store. Quite a large quantity of such styles as lace front effects, clock hose, golf stockings, boy's golf hose, etc. are sold and the success of the department may be judged from the fact that the stock is turned normally four or five times a year. The hosiery department is located on the second floor, and a large quantity of the goods are displayed in show cases and on hosiery stands. The fancy buckles and similar specialities are carrried in the same department.

The rest room also is bound to prove a real attraction to the firm's customers. It is luxuriously fitted having a floor of parquetry such as one usually expects to find only in the most elegant type of store window. There is a handsome desk with writing materials and telephone, and a large standard lamp gives an air of added elegance. The finishing touch is secured by rich oriental rugs.

Arrangement for Selling Efficiency

The store as a whole is arranged with the primary object in view of selling efficiency. The fittings are handsome and refined and decoration in moderation has not been overlooked but frills have not been allowed

The ground floor of the Gales store. This department is laid out to secure the utmost selling efficiency. It is devoted to men's and women's street shoes. On the right of the entrance is the shoe shine stand and on the left the findings counter.

The second floor, where ladies' turn slippers, white goods, children's shoes, hosiery, sporting goods, men's slippers, etc., are sold. The hosiery stock is one of the largest carried by any shoe store in the Dominion.

to take precedence over service. The seating of the main floor is of the individual type in mahogany finish and faces the shelving on either side for the greater part of length of the store. The shelving is in a light finish and the cartons are in reach of the salesman without the use of ladders. At the rear is the stairway leading to the second floor and on either side of it are the cash desk and the parcel desk. There is also an elevator near the entrance of the store to convey the customers to the upper floors. The lighting is very attractive, the system consists of suspend-

The rest room on the second floor gives an air of added luxury and refinement to the Gales store

ed enclosed bowls of a fine type of illuminating glassware and the effect is a soft but thoroughly diffused illumination which is free from glare.

No Waste of Display Space

The exterior of the Gales store is illustrated in one of the accompanying cuts. The sign as will be noted stands out prominently. "Fashionable bootshop" is inscribed in gold embossed letters across the top of the second storey window and the name of the firm Geo. G. Gales & Company is shown on similar lettering above the entrance. The name also appears on brass plates at base of windows. The windows are of medium depth and are floored with inlaid mahogany. The back-grounds are of the all-glass type, as is shown in the illustration. None of the frontage space is wasted for display purposes. Beneath the main windows are small sub-windows extending to the sidewalk which are used for the display of slippers and other specialities.

Friendly Rivalry Among Sales People

The operation of the Gales organization as may be well imagined requires a large staff. The total number of employees is thirty-six including the Company's own delivery service. Naturally the matter of staff co-operation is one of the outstanding problems in an establishment of such proportions. The policy followed by the Gales firm is to pay their sales people on a salary and commission basis. This applies to hosiery and findings and all the specialties the firm carry as well as the regular line of shoes. The plan appears to have worked out to advantage and has created a spirit of competition among the staff. Another plan which the Company has found to their advantage is the keeping of records of the sales made by each sales person and posting up the results each month on a bulletin board in the office. This also has helped to keep every member right up to the scratch and during the Christmas Season particularly there was considerable friendly rivalry to see who would be able to head the list. At the same time of course it shows the management just who is hustling and who is not, and if a salesman's name appears at the bottom of the list too frequently he is called into the office for a consultation, which generally has the desired effect.

Refunds and Exchanges

In the matter of refunds and exchanges the firm follow the policy of granting them without demur and have found that the total in the year's business is a mere trifle, while the privilege is highly appreciated by customers. One little difficulty which was experienced in this connection formerly arose from the fact that a salesman being paid on a commission basis did not care to waste time handling an exchange for a customer and when someone was seen entering a store carrying a parcel with the air of requiring an adjustment of some kind there was some tendency to hang back and let the other fellow do it. This was overcome by cancelling the commission paid on any goods returned and allowing commission to the salesman who supplied the customer with the goods given in exchange.

Putting the Value up to the Customers Judgment

The Company regard advertising expenditure as a necssary and profitable investment. For the year it amounts to about 3% of the total sales. The outlay for this purpose is particularly heavy in January and July when clearance sales are being staged to get rid of odds and ends. In accordance with the modern idea of advertising they believe that absolute truth is the best paying policy in the long run. No cuts are used except those that exactly represent the goods that are for sale and no statements are made which do not correspond with the actual facts. One feature of their advertising which is rather unusual in these days is the elimination of comparative prices. Mr. Gales believes that the public are a bit tired of being told that "this shoe which was formerly sold $12.00 is now marked below cost at $7.50." He thinks that it is about time to get away from this type of publicity and his policy is to put it up to the customer's own judgment, state the price and ask the individual to judge for himself whether or not the values are sound.

The Gales concern sell their goods on their own reputation and not on that of the manufacturer. They believe that a retail shoe establishment should build up a name for itself and secure the confidence of the public in its selection of shoes. All their goods are stamped with the firm's own name and sold in the firm's own cartons.

Systematized Buying

A very complete system of stock records is one of the secrets of the su cess of the Gales organization. A fuller description of this system will be found in a subsequent issue. It supplies the necessary information for the safe operation of the business under present conditions. In addition, the sizes are taken every Monday morning by the staff by actually going through the goods on the shelves, and if stock is found to be moving too slowly a knife is put in

it, while lines which are found to be in good demand are properly sorted.

Mr. Gales' policy is to concentrate accounts and to buy heavily from a few concerns rather than to distribute numerous small purchases among a lot of manufacturers. It is, as he has found, generally more satisfactory to have one hundred pairs of one line than twenty pairs each of five lines. At the end of the season there are fewer broken sizes to be cleared at a loss and the problem of buying and stock-keeping is less complicated. When a line is sticking he believes the one plan to follow is to reduce the price and get it off the shelves at any figure, this not only to prevent it from becoming dead stock but also because stickers take up the space on the shelves that should be occupied by live salable goods. That this policy is a sound one, may be judged from the fact that the year 1921 has proved to be the largest in the history of the firm both in actual volume of business and stock turnover.

Windows Draw The Customers—Courtesy Holds Them

Chain store systems are not very common in the Province of Quebec. There are some examples of this type of organization, however, and one of the most successful and probably the best known is that of C. R. LaSalle, operating under the firm name of F. X. LaSalle & Fils. Mr. LaSalle has three stores in Montreal. It is only recently that he has extended his organization to include the two branches. The store on Rachel St. is one of the oldest in Montreal and was formerly operated by the present proprietor's father.

There are, however, certain features of the multiple system which Mr. La Salle found advantageous and which led him to branch out at favorable locations. He states that he has found it practicable to reduce overhead and to handle the stock to better advantage. The buying is all done by the main store and the branches purchase their goods from it. This centralization of purchasing power naturally is of real advantage when placing orders with the factories, and at the same time increased efficiency of distribution is made possible through co-ordinating the business of the three stores. It frequently happens that a line that does not prove popular at one of the branches sells quite freely at another, and this interchange of lines helps to keep the stock clean.

Unified Stock-Keeping System

Another feature which tends towards facility of operation is the unified system of records which is kept at the Main store for the entire business. A great deal of detail is eliminated in this way and the stock keeping is handled with much less work. The method used is very simple and does not pretend to cover a unlimited amount of detail. A card index system is used with plain cards of standard size. On one side is shown the name of the manufacturer from whom the goods are ordered, the quantity, the manufacturer's number, the firm's own stock number, the cost price, the advance price and the selling price. As the goods are received the quantities are marked on the back of the cards so that a glance suffices to show the amount of goods on order on any line, the amount received, and the amount still to come. Sizing up is taken care of by an actual examination of the stock on the shelves twice a week. The clerks attend to this feature of the work on Tuesday and Friday mornings, and the sizes and the widths on hand of the various numbers are shown on "Sizing Up" sheets. These are handed in at the Main office and Sorting Orders are placed in accordance with the requirements indicated.

The policy of the three stores is consolidated by means of frequent conferences. The managers of the branches report twice weekly regarding their sorting requirements, and any matters of importance in connection with the business are then brought up. The staff is also called together every three months when notes are compared and every phase of the operation of the stores is gone into thoroughly.

The Customer is Always Right

In their sales policy the firm believes that the

This is a partial view of the window of the main LaSalle store on Rachel St., Montreal. It has a frontage of some 60 ft., with eight sections

The latest addition to the LaSalle stores, located on Mount Royal Ave., East, creates a most favorable impression on the passer-by, with its roomy windows, splendidly equipped and trimmed

correct attitude to take is that the customer is always right. If the customer brings back goods and makes a complaint regarding their quality an endeavor is made to adjust the matter to his complete satisfaction. If he is willing to accept a new pair with an allowance made on the shoes he has returned, well and good. If he definitely wishes to have his money refunded, that also is done without hesitation and with the best possible grace. The firm believes that if a refund is to be made to a customer it is best to do it cheerfully and to avoid any argument or appearance of reluctance

A Unique Advertising Stunt

Mr. LaSalle is a consistent advertiser and frequently introduces original features with the object of stimulating the interest of the public. An example of this may be mentioned, a competition which was recently run in the LaSalle stores. A large rubber boot was placed in the window filled with shoe laces, and as a reward to the customer who made the nearest guess as to the number of shoe laces in the boot, the firm offered to pay the entire expenses of a week's trip to New York, including railway fare and hotel charges, or to give the equivalent in cash. Each customer was allowed one guess for every dollar's worth he purchased in the store. Fractions of a dollar were not allowed in the count, however. Thus, if a customer bought $6.70 worth of goods that would allow him only six guesses. In order to secure his seventh guess he must buy an extra 30 cents worth, and this feature of the competition in itself was very valuable inasmuch as it helped to increase considerably the sale of findings, which were bought in order to make up the purchase to the even number of dollars worth. The contest proved very popular with a large section of the stores' clientele, and as many as 55,000 coupons were printed for the recording of the guesses.

Mr. LaSalle states that the results were such as to warrant the undertaking of another such event in the near future.

The Use of P. M.'s

In order to push the sale of slow moving lines the firm resorts both to P. M.'s and to price reductions. The plan followed in order to give the clerks an incentive to sell the goods at the original selling price is to pay the P. M. on a percentage basis so that if the shoe is sold at the full price the clerk makes an extra amount for his own pocket. Percentages are also paid on findings sales in order to increase the turnover in that Department.

Tasteful Window Dressing

The LaSalle stores are noted for the dressing of their windows. There is always a touch of color to be seen in the shape of vases of artificial or real flowers and care is taken to avoid any appearance of overcrowding.

The main store has a very large window area having a 60 ft. frontage on Rachel St. with eight sections. The windows are splendidly lighted and the background which runs right up to the top is finished in a light shade. Temporary panels and backgrounds are used to a considerable extent with draperies to secure a touch of variety. The interior of the Rachel St. store is roomy and there is a large area of shelving space for stock. In this store, as in the others, the cartons are all of standard design with the LaSalle label upon them.

A Creditable Addition to the LaSalle Group

The detail is the mode in costume and footwear, and so it is in the modern shoe store. The new LaSalle store on Mount Royal Avenue exemplifies this "up-to-the-minute" idea of merchandizing equipment. It is one of the most elegant and completely fitted establishments of its size that we have been privileged to see. The impression, upon entering, is almost like that of a comfortably fitted salon. On the left hand side there is space for an attractive rest room fitted with a desk and writing material and a telephone for the customers' convenience. It is carpeted with oriental rugs, as are also the fitting sections of the store. On the right of the entrance is a shoe shining stand with two chairs which makes another attractive service feature.

Equipment Features

The seating is arranged in the centre of the store in two rows facing the shelves on either side. It is of the theatre type in mahogany finish and is splendidly upholstered. The shelving also is in mahogany finish to match and at intervals there are enclosed wall show-cases in which are shown fancy slippers, attractive new numbers and novelties of various kinds. These show-cases are lit from concealed sources and are decorated with bowls of flowers, colored leaves, etc., securing a very pretty effect, which is bound to attract the customer's eye and engage his or her attention while waiting to be served.

The shelving is of moderate height and the cartons are all within reach of the salesmen without the use of ladders. The space above extending to the ceiling is papered in a rich but quiet pattern, and there are large vases of artificial leaves, etc., suspended at intervals along the wall. At the rear is the office and cash desk on a raised platform. This department, instead of being an eye-sore, as is frequently the case, actually adds to the apearance of the store. It is finished in mahoganv and is wide and roomy. The space underneath the desk contains drawers for the findings stock.

A Setting That Sells Shoes

The main front is on Mount Royal Avenue but there is also a window extending about thirty feet on Marquette St. The windows of the store, in keeping with the interior, are splendidly equipped and tastefully dressed. The hardwood floors are at low elevation allowing the shoes to be so placed as to be seen at about the angle at which they would appear on the foot of the customer. The backgrounds are in light finish up to about the level of the eye, and above that are sections of leaded glass. The base of the window is of Italian marble and the frame of copper. The fixtures are for the most part of the pedestal type in cream finish on top of which glass plates are placed for setting the shoes upon. Draperies of plush in harmonious colors are freely used.

As an illustration of the completeness of the equipment of the store may be mentioned the inclusion of cigar pedestals as part of the fittings of the men's department, so that the customers may smoke while they are being served. Another little detail, small in itself, but indicative of the firm's policy of catering in every possible way to the comfort of their clients, is the provision of small shakers containing foot powder which is dusted in the shoe so as to ease the customer's feet in hot weather. These containers are placed on small stands at convenient intervals along the shelving.

The St. Catherine St. store of the LaSalle firm has been in existence for about three years. The main feature of its equipment is its large window of rectangular shape which lends itself to effective trimming. Particular attention is paid to this means of publicity, as in the case of the other LaSalle store. Just as one enters, on the left hand side, is found the same feature which forms an attraction at the Mount Royal Avenue store, namely, a small desk with writing material and a telephone. A large number of interior fixtures with glass tops are used for the display of shoes, the space beneath being used for stock shelves.

Show Cards with a Punch

One of the striking features of the store are some large show cards which hang upon the walls above the shelving and which force themselves upon the customer's attention. One, for instance, is a representation of a shoe tongue hanging down with the inscription: "If this tongue could speak it would say that for nearly a quarter of a century F. X. LaSalle & Fils have been satisfying their clients, that their shoes are made of leather Fa Si La Si Re (a French expression meaning "easy to shine"): that you are judged by your shoes; that LaSalle shoes fit; that the firm's courtesy and service are of the highest class.

The interior of the LaSalle Mount Royal store lives up to the promises of the exterior. Careful attention has been given to every detail of its equipment and decoration. Note the rest room facilities on the left of the entrance, with writing desk and telephone.

A "Departmentalized" Shoe Store

Peel and St. Catherine Sts., Montreal, can perhaps be said to take second place to no other location in Canada as a site for a shoe store. It is the transfer point where many thousands of people pass and change cars daily. It was this feature that led Mr. Harry Gibbins to establish a shoe store at that point some two years ago. Mr. Gibbins formerly had extensive experience in the retail shoe business as carried on in large departmental stores. For about five years he had been manager of the shoe department of the John Murphy Co. in Montreal and left that concern in order to start for himself.

Perhaps the outstanding feature of Mr. Gibbin's store is the system of handling the stock, which was originated by himself and which embodies the idea of complete departmentalization. A representative of "Footwear" was privileged to examine the arrangement, and Mr. Gibbins kindly consented to outline his methods. He is a thorough believer in the value of co-operation in the exchange of ideas and is always glad to have fellow-members of the trade visit his store.

The Classification of Stock

As the goods come in they are classified and assigned to their different departments, of which there are sixteen, under alphabetical classifications—"A" for men's boots, "B" for men's oxfords, etc.

Special stock numbers are also used for every line, based on the price of the goods. When a pair of shoes is sold, not only the stock number, but also the department from which the goods were taken, is shown by the salesman on his sales' slip, and the slips are handed on to the book-keeper who applies the same classification to the records.

The plan of basing the stock numbers on the price of the goods is particularly helpful as it automatically keeps them properly spaced as to selling price. It obviates such duplication, for instance, as a line of children's shoes at $3.00 and another at $3.25 or $3.50.

A System that Spots the Shelf-Warmer

Another feature of the system used by Mr. Gibbins is the marking of the invoice number on each carton, indicating the season during which the goods were purchased. This is arranged in three different classifications, i. e., goods that come in for Spring 1922 are No. 1 stock; goods that came in last fall and winter are considered as No. 2 stock, and those that came in previous to that are No. 3 stock. In this way the goods are sub-classified in order of their value in newness. Thus, a glance at the carton indicates not only the style of the goods but also the period at which they were bought—hence their probable depreciation, if any. When taking inventory, the goods are extended in three columns under Nos. 1, 2, and 3. Under the first heading on the stock sheet, the invoice number is shown, under the second the manager indicates for the information of the book-keeper whether the line is No. 1, No. 2 or No. 3 stock, and then the extensions are made under these

classifications, so that the figures show not only the quantity and style of goods on hand, but also approximately how long they have been in stock.

This system is of great value in systematic buying, particularly in these days when it is essential that only necessary lines should be purchased, and any method of stock-keeping that will show the merchant at a glance where his stock is weak and needs strengthening and which will prevent overlapping of lines is almost a "sine qua non" of scientific retailing. Many systems have been evolved, but this one used by Mr. Gibbins has the virtue of simplicity. One clerk handles the entire system, and each morning data for the previous day's business is entered up; the sales slips used by the clerks all show the section from which the stock has been taken and supply complete information for the records.

Asked his opinion regarding the buying policy which should be followed under present circumstances Mr. Gibbins declared that it was not feasible or wise to place orders on the old semi-annual system, unless, as he jokingly remarked, "the store was on an island where the boat called only twice a year."

Distinctive Appearance

The Gibbins store, besides having the advantage of an unexcelled location, has a wide frontage, large windows and a general air of quiet dignity which attracts attention. A large electric sign forms a very effective advertising medium during the darker periods of the day, "Gibbin's Shoes" standing out in white lights and surrounded by a frame of red and yellow lights. The windows have marble bases and have a background finished in a cream shade which has the effect of giving a high visibility to the goods displayed, and preventing disturbing reflections in the glass, which is such a great detraction from many displays on bright days. Tabourettes finished in gold, and handsome window fixtures in cream are freely used for the display of the goods and give a refined though striking effect. The floor of the window is in walnut finish.

The interior of the store is noticeable for its high ceiling and spacious appearance. As one enters, the first thing to strike the attention is an arrangement of show cases on either side; two on the left are devoted to women's slippers and novelties, while those on the right have a handsome showing of children's shoes. These all-glass show cases are set upon solid mahogany compartments which rest on Italian marble bases. The mahogany sections have drawers at the back in which are kept laces, findings, etc.

An interesting feature of the lighting is two standard bronze lamps set on Italian marble bases to match the show cases. One stands in the centre line of the store a short distance from the entrance, and the other opposite it, close to the rear. These lamps have bowls of handsome illuminating glassware.

During January Mr. Gibbins carried on a clearance sale. The policy of the store is to hold these events semi-annually, when odd lots of dead stock are severely reduced in price. The plan is simply to consider these shoes as sold to the job section. The general stock is credited with the amount paid to purchase them and the job section then sells the goods at the best price it can get. This systematised method of operation exemplifies the policy of the Gibbins business as a whole.

Attractive furnishings and show-cases, distinctive lighting features, and a high ceiling give an air of dignity to the Gibbins store and create an atmosphere which is pleasing to the customer and helpful to the salesman

A Pioneer Concern that has Kept Pace with the Times

The de Montigny store in St. Catherine Street East, has become a land mark in the City of Montreal. It has been in existence for over thirty-five years, having been founded in 1886 by Mr. O. P. de Montigny. The present proprietor, Mr. Aime de Montigny, a nephew of the founder, is a progressive and up-to-date young shoeman, who applies modern merchandising ideas to this old establishment.

Mr. Aime de Montigny has been in business for himself for the last seven years. Previously he had gained his experience as salesman under his uncle's direction, and also through practical work in a shoe factory in the United States. The departments of the business to which he now gives his special attention are, buying, financing and window dressing. Mr. de Montigny is a strong believer in the value of window triming as a means of attracting trade, and he himself personally carries out his own trims, which he changes frequently.

The de Montigny store caters to medium class trade and specializes to some extent in shoes for evening wear, sporting goods, etc. The selling policy

An interior view of the de Montigny store. It is one of the oldest in Montreal and has a long-established clientele of the better class

which has been folowed and which Mr. de Montigny believes is the most satisfactory one in dealing with this class of clientele, is to eliminate as far as possible cut price sales. In the past instead of running the usual semi-annual clearance sale in January and July, Mr. de Montigny has got rid of dead stock by selling it in job lots to outside parties. He has advertised his business as adhering strictly to one price on all goods and has endeavored to live up to this claim to the fullest extent. This season, owing to special circumstances, he is finding it advantageous to run a clearance sale, but this is merely the exception proving the rule of the store.

Mr. Aime de Montigny believes that one of the evils of the retail business in the past has been the tendency on the part of a large section of the trade to sell goods without a sufficient profit. The only safe policy on which to operate a store, he believes is to adopt an adequate mark-up and stick to it. Last year when operating on the falling market, Mr. de Montigny states that his business showed a small profit after all expenses were paid and that he was well satisfied with the results under existing conditions. This year with all his stock based on present day values he expects to realize much better business from a financial viewpoint whether from a standpoint of turnover or not. He believes that careful buying is particularly essential at the present time and that with the exception of certain staple lines it is not practicable for a shoe retailer to order his goods as far ahead as was the rule in pre-war years.

The interior of the de Montigny store is arranged with a view to selling efficiency. There are two large fixtures in the centre of the store, on either side of which the seating is arranged facing the shelving. The fixtures have glass tops for the display of novelties and the space underneath is taken up with shelves for cartons. There are some interesting slogans inscribed in various locations around the store, such as. "Shoes guaranteed to be as represented or money refunded." "Shoes that make walking a pleasure." "One price to all," etc.

Mr. de Montigny is quite optimistic as to conditions during the year 1922. While he does not expect that there will be any great boom he believes that business will be on a normal basis and that conditions in the Province of Quebec will be stable.

"Personality" is a Big Factor in Creating a Shoe Business

Modern business has been accused of having degenerated into a mere mechanical organization weighted down beneath the multiplicity of systems it has evolved. Perhaps there is some truth in the charge. But if one seeks for the human element it is still to be found. No doubt there are many stores in which the atmosphere is such that the customer feels that all the interest the firm has in him is to separate him from his money in the shortest possible time. And there are successful businesses, so-called, which have been built on this policy. There seems, however, to be a reaction in certain quarters against this spirit and a numerous class of people are seeking to find places of business where they can secure personal service and where they are treated rather as friends of the store than as mere strangers whose money constitutes the sole interest the proprietor has in them.

There is a store in Montreal, not a large one, but with an air of distinction all its own, which breathes this atmosphere of personal service. It is located on Bleury street, north of St. Catherine street, and is operated by Mr. W. H. Stewart. Mr. Stewart's name is one if the best known in shoe circles in the Province of Quebec. It was he who opened the shoe department of Henry Morgan & Company, thirty years ago, and during the four and a half years he was connected with that firm, he built up a personal connection of which a large percentage still remains with him. Mr. Stewart first opened up for himself at the corner of McGill College Ave., and St. Catherine street and his establishment there had the reputation of being the finest shoe store then existing in Montreal. He moved to his present location 3½ years ago, and while the passing trade on Bleury Street is very much smaller than on St. Catherine Street, he has retained

the clientele which he built up in previous years and even continues to do business by mail with former local customers who have now left the city. This has produced quite a nice little mail order trade right down as far as Halifax.

Mr. Stewart numbers among his customers many of the wealthiest and most exacting class, and in his dealings with them he has found that it is necessary to study the individual's disposition as well as his or her feet and to suit their temperament with the type of service rendered, as well as to fit the foot with the proper size of shoe.

The Education of the Sales Staff

The Stewart store with its staff or four salesmen is a compact one in which all the sales transactions are carried on right under the eye of the management, and the customers feel that an interest is taken in their needs by the man who actually runs the business. The proprietor is well known to most of them and not infrequently they will ask him for his advice regarding their footwear requirements, and when they have received it, their minds are set at rest. With a comparatively small staff, it is also possible to give each member of it a more intensive training and to take a personal interest in each man's development. That the training the salesmen in the Stewart store have received has been an effective one is proved by the fact that a number of former employees are now making names for themselves as proprietors or managers of successful shoe establishments or as progressive travelling salesmen for some of the well known manufacturing concerns.

Mr. Stewart's policy in selling a customer is to avoid confusing him or her with too many pairs of shoes. The first operation is to get the shoe off the customer's foot as quickly as possible; next apply the size stick to determine the approximate length and width, using one's judgment, based on fitting experience, as to the type of the last that is required; then produce one or two pairs of shoes and discover what the particular taste of the customer may be as to style. To present him with too great a variety of models tends to make it more difficult for the customer to arrive at a choice, and perhaps leaves a feeling in his mind afterwards that he picked the wrong shoe.

Special Fittings

The Stewart organization make a specialty of fitting broken down arches and feet that are troubled with large joints. They also cater to people who find difficulty in securing proper fitting shoes for feet that are a trifle abnormal in shape, carrying all sizes in women's up to size 10 and widths AAA to D. They keep a stock of shoes that will meet the requirements of those who need combination fittings, as, for instance, an "A" heel with a "D" fitting across the ball of the foot—this type of service is in considerable demand at the present time.

Mr. Stewart's establishment is comparatively small, but the layout and arrangement gives an appearance of roominess—an effect which is added to by an unusually high ceiling. Facing the entrance there is a glass show case and the space in the centre of the store is clear. Opposite the show case at the rear is the cash and parcel desk, and on either side are two rows of seats back to back. The store is approximately square with slightly greater width than depth so that the rows of chairs are quite far apart and the appearance of crowding is avoided. The woodwork is in oak and the store is well illuminated by two electric fixtures of the combination bowl and drop light type. The effect obtained is of a very bright and attractive interior. The stock fixtures run right around the sides and rear wall of the store and are about twelve feet in height with individual shelves for each row of cartons.

Individuality in Window Design

The windows of the store are shown in an accompanying illustration. It will be noted that there is one window on each side of the entrance, and also a third window separated from that on the right of the entrance by a section of wall. The floor of the window is in oak, matching the interior trimming of the store. The upper portion of the background is in leaded glass effect allowing a partial view of the interior. The lower portion, however, to the level of the eye is curtained with blue silk curtains so as to avoid the distraction of the customer's attention from the goods on display. For the most part, neat wooden display fixtures are used. The side walls of the windows are finished in a light grey with the Stewart monogram inscribed in letters of blue and gold. Inserted in the side wall in each instance, next to the exterior glass, is a strip of mirror which helps to brighten the windows and also to give an enlarged effect. The name "W. H. Stewart" appears on each glass in letters of gold and green. The name is also shown on glass plates, which are placed along the window bases.

It may be noted that the members of the staff take particular interest in the trimming of the windows and have succeeded in securing first place in two recent window dressing competitions—that held by the National Shoe Retailers' Association in July 1920, and the "Fleet Foot" trimming contest of Dominion Rubber System.

Stock Reduced to Minimum

Mr. Stewart is optimistic with regard to the outlook for 1922. Since Fall 1920 he has been paying special attention to the reduction of stock and buying with the greatest care. From July right up till Christmas of last year he ran a number of clearance sales and has succeeded in reducing his stock to the minimum upon which business can be satisfactorily operated. Low stock and quick turnover will be, he believes, the secret of success during 1922. As a means of keeping business moving at all times Mr. Stewart is a strong believer in advertising and attends to this part of the business personally.

Here are some examples of the type of advertising copy Mr. Stewart runs:

Style Shoes of Quality—The happy blending of restrained good style and unquestioned quality still marks the Creations of Stewart's Footwear for Gentlewomen—a fact generously proven in the present season's modes.

Stewart's Footwear—Featuring a varied showing of the softest yet truly enduring leathers. Shapes designed with thoughts of Nature-lines as much as for smartness and quality—prices consistent in every instance, as free from needless extremes as the modes themselves—You'll find these Style Shoes of Quality at 344 Bleury Street.

Quebec City, too, Boasts Many Examples of Up-to-date Shoe Retailing

In the Ancient Capital the Quaint Charm of Yesterday is Happily United with the Business Efficiency of To-day—A Perusal of the Articles which Follow will Give the Reader an Insight into the Methods Used by Quebec Retailers in Getting after Trade

Mr. J. R. Coulombe, the owner of Coulombe's Shoe Craft Shop, 48 Fabrique Street, Quebec, is a man of ideas—an element sometimes lacking among retailers in all classes of trade. Such men may know their business, but they are devoid of the imagination which often makes for success. In Mr. Coulombe's case there is reason for this development of ideas—he has had some experience in advertising, where ideas count for a great deal.

Although Mr. Coulombe is a new comer in Quebec shoe retailing, he has sufficient insight into human nature to realize that an attractive window and a nicely furnished interior are great assets in building up a permanent trade. To some people these things are of small moment but to others they are factors which determine where they will buy. Such features, however, must be backed up by service and by value in the goods sold. Without these, external attractions are naught.

Stock Arranged for Maximum Efficiency

Mr. Coulombe's store caters to men and women, only high grade shoes being sold. For instance, in men's the goods are of Arrow, Slater and Astoria brands, and in women's, Newport and Getty & Scott manufacture. The store is divided into two departments; on one side, women's pumps and oxfords are kept, on the other side, men's shoes, and at the end of the store the shelves contain women's boots. The women's lines are arranged according to material, thus all the kid goods are kept in one section and all the suedes in another. In men's the arrangement is by lasts—all the pointed lasts together, all the semi-pointed lasts together, and so on. Under this system there is no difficulty in rapidly selecting such goods as are required by the customers, thus facilitating the work of the clerks and also saving customers time. By the stock-keeping system adopted track is kept of every pair sold and each week the stock list is revised and new goods bought in accordance with requirements. On arrival new goods are immediately numbered and entered on the stock sheet. Fashions in women's shoes are constantly changing and in order to keep pace with fashion's latest decrees, Mr. Coulombe does not replace a line that has been sold out—he buys a later line and so has always on hand a stock of the most up-to-date goods.

Men's shoes, being of a more staple character, are often repeated. All the same, Mr. Coulombe is quite alive to the necessity of following the lead in men's fashions and purchases only such goods as come under the classification of the best sellers. All the cartons bear Mr. Coulombe's name, a stock number, size, and a description of the goods. Reserve stocks are kept at the back of the store and are arranged in a manner corresponding to the system carried out in the shelving of the store itself. Great importance is attached to window displays; Mr. Coulombe changes his windows twice a week and he also marks the prices of the lower priced shoes. He is a strong believer in the absolute necessity of good fitting. A badly fitted shoe is of little or no value to a customer and it certainly is no inducement to a customer to again patronize the store where poor fitting shoes have been sold. The great aim of the retailer is to hold trade and unless he pays attention to this department he is likely to find his erstwhile customers buying from competitors who appreciate the value of proper fitting.

A Live Hosiery Department.

"Footwear-In-Canada" has for a long time advocated the advantages to the retailer of a small or large hosiery department. Mr. Coulombe states that he has

This tasteful and appealing display exemplifies the window trimming methods of J. R. Coulombe, 48 Fabrique St., Quebec City. Note how every pair of shoes stands out and makes a bid for attention.

The interior of Mr. Coulombe's store is roomy and well-arranged, and all appearance of over-crowding is avoided. The stock is carefully classified to secure the maximum speed in picking out a customer's requirements.

found it of great value in attracting business. He makes a prominent display of men's and women's hosiery in the windows and also on stands in the store. "It is", he said,"a good department. But the goods have to be sold. Mere display will not do it. We have to suggest the advisability of buying hosiery at this store, pointing out to customers that we have hosiery which will exactly match the shoes purchased. This is a point on which emphasis is laid and we find that a large number of sales follow. In the case of men's hosiery, goods shown in the windows will sometimes attract prospective customers into the store and occasionally we sell not only the hoisery but also shoes. It is the power of suggestion which counts in boosting a hosiery department of a shoe store."

The store itself is neatly and comfortably equipped, nothing ostentatious, but in such a manner as to give the store a comfortable and attractive appearance. All the fittings are in good taste. The chairs are placed down the centre of the store, at the back of which there is a small room partitioned off for the purpose of book-keeping. On one side there is a table in which all parcels are wrapped and on the other a cash register and sales slip machine. Show cases filled with samples are arranged near the entrance and at the sides of the store.

New Canadian Organization Replaces a U. S. Concern

Has the imported shoe lost its attraction for a certain section of the Canadian public, and has the undoubted great improvement in the goods of our own manufacturers—plus the duty and other charges—made it practically impossible for U. S. factories to compete with Canadian goods? An answer to these questions may be found in the fact that the Walk-Over Company has abandoned the Canadian field with the exception of the Toronto store, and that its place has been taken by the Surpass Shoe Company, Limited, a Canadian organization.

One reason for the Walk-Over company's decision is that the tariff and other charges have proved very onerous and form a barrier to the expansion of the activities of the company in Canada, although the stores in Montreal and Quebec have met with a large measure of success.

The Walk-Over Company, with their long experience in the U. S. retail trade, appreciated the value of attractive and well laid out stores, and in opening Canadian branches they spent large sums to carry out a policy which had stood the test of years in the States. The store at 10 St. John Street, Quebec, now controlled by the Surpass Shoe Co., is a good example of a first class store, well designed and equipped. It stands out as a landmark among the stores at that particular point, and passers-by cannot fail to be attracted by the beautiful—that is the word—appearance of the front, with its marble base and copper fittings. The windows are three in number, those on the sides being built at an angle, with mahogany panels as back grounds. The goods are displayed on stands of the same material and are so arranged as to show them to the greatest advantage. There is no crowding in an endeavor to exhibit the largest possible number of shoes without regard to their fine points. The object is to concentrate attention on a comparatively few shoes and for this purpose the surroundings are made as artistic as possible. At night the windows are exceptionally well lighted,

The former Walk-Over Store, which has been taken over by the Surpass Shoe Co., is remarkable for handsome and unique front. Its elaborately fitted windows, wide lobby and "twin" doors invite the passer-by to walk right in.

the lights being so placed that the greater part of illumination is directed on to the shoes. Artistic draperies help to heighten the effect.

Interesting Details of Equipment.

The interior is in keeping with the exterior. A glance tells the story of a well kept, well directed, and well conducted store, that not only sells shoes, but gives that service which counts for so much in these days of keen competition. The Surpass Shoe Company has its share of trade rivalry, being situated in the center of a shopping district which contains a large number of the best shoe stores in the city.

The furnishings are uniform in character. The fixtures correspond with the furniture and shelving, all being of mahogany, and the entire appearance is that of an exceedingly comfortable store, with a certain amount of luxury of a subdued nature. The floor space of eleven hundred feet is covered with cork car-

The comfort and convenience of the customer were the deciding factors in the furnishing and arrangement of the Surpass store. Seating and shelving is in mahogany.

Note gallery for reserve stock.

pet and carpets. There are three upholstered chairs just inside the entrance, with two sets of seats for fitting shoes down the center. A ladies' shoe shining parlor is situated on one side; this is partitioned from the main selling floor, art glass forming part of the partition. The shoe shining parlor is an uncommon feature in Quebec shoe stores—in fact, we cannot recall another example of this form of service in Quebec city. Other facilities include a counter for parcels.

An Effective Stock-Keeping System.

Men's goods are stocked on the right side and women's on the left side of the store. The arrangement of the various lines is according to leathers, and the store also has in operation a system by which the shoes are stocked by price and according to numbers. The two plans are co-ordinated and are of such a character as to facilitate prompt attention to customers' needs.

The system of keeping stock is simple and effective. The Surpass method is to enter fresh goods into the stock book according to leather and prices. As the goods are sold, they are marked off. When a shoe is returned, it is re-entered and the line which has taken its place is marked off. Stock is taken twice a month, a comparison being made with the shoes sold for the same period in the previous year. For stock-taking a special sheet is used which gives the stock numbers of the shoes, those on hand, those received, and those sold. In addition to these, there are columns for transfers or the goods returned to the factory, together with the balance of goods on hand and those on order. The stock is divided into four divisions—men's high shoes, men's low shoes and slippers, women's high shoes, and women's low shoes and slippers. The total under each heading is given, so that every two weeks the management knows exactly how the stock stands. This report, known as the stock movement report, is in effect a perpetual inventory showing not only what has been received and sold, but what is on hand. The daily sales are deducted each day from the stock book, so the latter is always up to date, and must agree with the fortnightly inventory.

The directors of the Surpass Shoe Company have decided on a new price policy, and will sell goods at six dollars, eight dollars and ten dollars, nothing over the latter figure. It need hardly be said that the company will continue to sell high grade goods—in fact the location is such that only goods of this character are in demand.

The store is lighted by an indirect system of lighting, comprising seventeen lights, which give it an usually bright appearance.

Reserve stocks are stored in a gallery which runs round the entire store and access to which is given from the rear portion of the ground floor. The stocks in the gallery are arranged in fixtures on the same system as obtains in the store itself. This gallery also serves as an office, although a certain amount of clerical work is done on the main floor.

Mr. R. J. G. Gore is the manager.

One of the Older Footwear Establishments of Quebec City

The majority of shoe stores in the City of Quebec are owned by the younger generation; there are, however, three or four firms whose names are household words so far as the retail trade is concerned by reason of the many years they have been doing business in the city. At least two of these can trace their origin to the very early days of the trade, when methods of business were quite out of line with those with which we are so familiar. Then no account was taken of the attractive displays of goods and of other means of advertising upon which so many retailers now depend for a portion of their trade. The old style of closing the shop at night by means of wooden shutters—copied from the Old Country—was in vogue; while the goods were either hung from the ceiling or stored in drawers. The customers were in fact educated on quality and not on style. As to fitting, that of course had not reached the exactitude of today.

Mr. Louis Deschenes, of 269 St. Joseph Street, Quebec, is among the older retaillers, although his experience does not go back to the days to which we have just referred. He has had a wide experience in selling, having been in business for about thirty years, and at one time owned three stores. The City

The shoe store of Mr. Louis Deschenes has an admirable location in the "lower town." It is one of the best known in Quebec City

of Quebec is divided for business purposes into two sections, Upper and Lower Town, the chief thoroughfare in the former district being St. John Street and in the latter St. Joseph Street. Mr. Deschenes' store is admirably situated in the lower town and has the advantage of being on the corner site.

The exterior consists of two windows with the entrance in the centre; one window is devoted to men's lines and the other to women's. The panels are in oak, many of the stands being of a corresponding nature. Others are of glass. The goods are neatly arranged so as to avoid crowding the windows in such a way that the individuality of the goods is lost.

The interior is sixty-five by thirty-five feet. The shelving extends to the ceiling, which is of beaver board divided into panels. The general decorative scheme is in quiet tones relieved here and there by a dash of color. Men's shoes are stored in the front section of the store on one side, and youths', misses' and children's on the other. Women's lines are kept on both sides of the rear part of the store. The stock is arranged according to colors, the higher priced goods coming first, starting from the section of the shelving nearest the entrance.

Each carton is marked with the cost and selling prices, size, and description of shoe. A stock book is kept, the entries including the cost and selling figures. Every sale is recorded in a day book, together with the cost and selling prices. This is balanced every night, and the amount of gross profit each day is thus ascertained.

The arrangement of the store provides for chairs at the front and at the back. The floor covering consists of carpets. A large amount of stock is displayed on tables, while the reserve is stored in a basement, the entrance to which is railed off by brass rails.

The store is admirably lighted by means of several large electric bowls on the indirect lighting system.

Mr. J. Mercier is the Manager.

Shoe Merchandising in the Lumbering District of Quebec Province

All the progressive and up-to-the-minute shoe stores in the Province of Quebec are not located in the big cities. By no means. We find one conclusive demonstration of this fact in the establishment of Venne & Dery, Grand'Mere, Que.

This store, which has an excellent location on the main street of the town, was opened three years ago by Mr. Theophile Dery and his sister-in-law, Mrs. Venne, and has since been successfully operated by them.

Grand'Mere is right in the lumbering district of Quebec, and this circumstance is responsible for a wide range of demand for footwear. It is necessary for a firm like Venne & Dery, which seeks to cater to the entire family, to carry a very extensive line. They must be able to supply shoes suitable for men who spends their days at work in the lumber camps and in the pulp mills as well shoes for street and house wear. This of course creates the problem of attractively presenting widely varying types of footwear. The plan followed by the proprietors is to devote one window to the heavier and more staple lines of footwear and the other to men's, women's and children's high grade goods for street wear. The fact that they display some of the cheaper types of shoes does not prevent them from making the window as attractive as possible and trimming it to the best advantage.

On entering the store, the customer's eye is first drawn to a large show case, in which boudoir slippers, findings and polishes are tastefully displayed together with a line of hosiery. The stock fixtures extend around both sides and the rear of the store. Among the goods carried are those of Daoust, Lalonde & Cie, Globe Shoe, McCaughan & Son, and L. H. Packard.

Special attention has been paid to the appearance of the interior. Palms are arranged along the top of the shelving, and the general air is one of tidiness and good taste. On the left side of the store are placed counters with glass tops, which are used for the display of moccasins, boudoir slippers and findings.

The bulk of the firm's business is done with the employees of the Laurentide Co., but they also do an extensive trade with the farmers in the surrounding district.

Venne & Dery believe that every class of trade responds to a well dressed window. Most of their business is done with the employees of the lumber companies.

A Shoe Firm That Is Putting New Life Into Three Rivers

When You Think of Three Rivers You Are Apt to Think of Eureka —Thanks to the Enterprise of a Vigorous Young Shoe Firm Who Located There Five Years Ago. This Article Reviews Briefly the Principles upon Which a Live Business Has Been Established

Three Rivers!

Everybody knows Three Rivers!!

Disparaging remarks have been made about Three Rivers, but they have been passed by those who travel on trains, or on the ships that pass in the night. They are not made by those who really know Three Rivers.

The City of Three Rivers is situated on the north bank of the St. Lawrence, ninety-five miles from Montreal and seventy-seven from Quebec City. It has a population of twenty-two thousand souls, and is a place of considerable historical, and romantic interest.

Three Rivers is the home of The Eureka Shoe Company, Limited. This firm only celebrated their fifth birthday a month or so ago, so that they are another of the baby institutions of the province. Young as they are they furnish a striking example of the generous return for enterprising effort which the shoe industry affords in good old Quebec Province.

The present officers of the Eureka Company are George W. Beaufoy, Percy Scott and J. Arthur Beaufoy. They are all men with an intimate knowledge of the trade and all have sound business training—with plenty of experience to guide them.

Five Years of Progress

During the five years they have been in business they have gone ahead by leaps and bounds, so that to-day we find their goods in the hands of all the leading jobbers of the country and their name one of the best and most favorably known to the trade. Like the rest of us, they have suffered during the business depression, but their factory has been running to two-thirds its capacity—quite a creditable showing.

The working floors of the Eureka Shoe Company's factory cover an area of nearly 13,000 square feet. The plant is housed in a four-storey building of brick construction, well-lighted on all four sides.

In a trip through the factory, one gains the impression that everything is arranged to facilitate the routing of the work and speed up production. There is no overcrowding in any part of the plant, and the machinery and supplies seem to come to hand in their logical order—by which we mean the logical sequence of the manufacturing operations. Thus in the various processes of the cutting room, fitting room, and finishing room on the first floor, the shoe describes an uninterrupted semi-circle before it is finished,—in at the cutting room and out at the finishing room,—and there you are!

A Combination That Makes for Efficiency

Light and cleanliness—two of the most important factors in any factory—are conspicuous in the Eureka plant. Light is afforded primarily by the design and construction of the building and this is supplemented by the intelligent placing of the equipment. Cleanliness is ensured by careful supervision of the factory's operations. The hardwood floors are kept clear of scrap leather and paper. Intelligent routine is observed, tidiness is encouraged, and contributory details generally are enforced.

Special attention has been paid to the prevention of accidents to employees. Protective devices are installed where necessary, while all gears and belting are encased in wire guards. One generally "touches wood" when making such a statement, but the fact remains that the company have yet to have their first accident. Similarly they have yet to have their first fire. Every reasonable precaution against fire has been taken and extinguishers have been placed at regular and convenient intervals throughout the entire building.

The basement of the Eureka factory houses the lasting room and also the sole leather department.

The company's daily output is six hundred pairs, divided equally among women's, growing girls', misses', and children's shoes.

The accompanying views complete the introduction of the plant to the reader.

PERCY SCOTT
VICE PRESIDENT
& SECRETARY

GEORGE W. BEAUFOY
PRESIDENT & MANAGER

J. A. BEAUFOY
DIRECTOR

FITTING ROOM of
EUREKA SHOE CO.
SITUATED ON RIGHT HAND SIDE
of FIRST FLOOR

A CORNER OF THE
MAKING ROOM

THE PLANT OF
THE
EUREKA
SHOE CO
THREE RIVERS QUE
Established 1916

CUTTING ROOM

Convention of Shoe Manufacturers' Association in Review

The convention of the Shoe Manufacturers' Association of Canada opened on the morning of Wednesday, Feb. 1, with a representative gathering of the industry in attendance. The first item on the programme was the address of the president, Mr. Jos. Daoust, which dealt mainly with the cost factors entering into the production of shoes and the unfair criticism which had been levelled at the manufacturers in this connection. His remarks, in abstract, follow:

The shoe manufacturing industry has been unfairly criticized during the past year by those who apparently do not understand why it is that, although hides are selling around pre-war quotations, prices of shoes still are higher than in 1913-14.

Let us consider the necessary steps in the handling of a country hide from the farmer to the wearer of shoes. Hides may be quoted at 5 cents per pound at country points, but this means a cost of 10 to 11 cents per pound to the tanner. These hides usually are collected by a small dealer, who goes about a section of country with a rig, and he must add at least 2 cents per pound to the price which he pays, in order to cover his expenses and profit.

The small local collector ships the hides to large dealers in the principal cities and to the prices received by the small dealers there has to be added freight, and the cost of salt and salting. The large dealer must maintain a warehouse and employ men, at double the pre-war wages, to sort by kinds, grades and weights, the hides which arrive in mixed lots and to do other work in connection with the business. Those selections which are in small demand have to be sold at an advance of perhaps one or two cents over the price paid to the country collector, and for the better selling selections it is necessary to charge an advance of 3 or 4 cents per pound.

Tanning Costs

The tanner represents the next link in the chain. He buys hides from the large dealers and the invoice price to him is increased by about one cent per pound on account of freight, brokerage commission, and sales tax. Tanning materials and dyes cost approximately twice as much as before the war. Machinery and most tanning supplies have to be imported and their price is increased by exchange, freight and sales tax. Coal, which is a factor of large importance in the tanning industry, costs twice the pre-war quotation. Tannery wages are 60 to 75 per cent. higher than in 1913-14. Overhead expenses have to be distributed over a smaller output than when leather was in greater demand and the necessary overhead cost per unit of product consequently is higher.

Increased Expenses of the Shoe Manufacturer

All of the great number of items in the shoe manufacturers' costs are much higher than in 1913-14. Many have doubled. Labor costs 50 per cent or more above the pre-war rates. Fuel costs much more. Taxes add still more to the shoe manufacturers' costs. Distribution expenses are higher and travellers in many cases have to make several calls where formerly one was sufficient. Salesmen's expenses are probably 75 per cent greater than in 1913-14.

Some people appear to think that wages and leather are the only two items in the cost of footwear, whereas there is much machinery and many materials and supplies, as well as overhead costs and distribution expenses to be taken into account. Nevertheless manufacturers' prices for shoes are not more that 35 to 40% in advance of those prevailing in 1913-14.

The Shoe manufacturers have lowered their prices to an extent which passes on to the public all the reduction that has been made in the price on leather and other materials and supplies.

The Secretary's Report

The secretary's report presented by Mr. Lionel Theoret, stated that the present membership is 111 as compared with 99 at the time present secretarial organization was appointed last spring. The membership probably represented 85% of the Canadian production of leather footwear. The association had distributed in both English and French more than 160,000 leaflets. As a result of the publicity given to the association's prize competition, 700 sketches of emblems had been submitted.

The financial statement showed an income of $11,325, and a balance of $4,014.

The Manager's Report

The report of the manager, Mr. S. Roy Weaver, dealt in some detail with the various activities of the association during the year, dealing with many matters affecting the trade's interest which were enumerated as folloys:—(1) Publicity services; (2) Information services; (3) Opposition to proposed freight classification No. 17; (4) Standardization of shoe cartons and shipping cases; (5) Investigation of assignments and proposals of compromises or general extensions of time; (6) Sales Tax; (7) Marking Law; (8) Reports to the government; (9) Classification of import statistics; (19) Dumping of foreign shoes into Canada; (11) Claims in connection with footwear alleged to be defective; (12) Cancellation of orders or return of goods with just cause; (13) Trade terms, dating and discounts; (14) Exhibition of Canadian-made shoes.

Shoe Exhibit Planned for Canadian National

With references to the "exhibition of Canadian-made shoes," the manager of the association made the interesting announcement that plans were being prepared for such an event at the Canadian National Exhibition this year. A fine space could be secured and it was the intention to divide showcase space among the manufacturers who wished to participate and to have a central platform upon which Canadian boots and shoes of all grades and classes would be shown by living models in appropriate costumes.

Mr. Weaver also made mention of the items on the programme referring to bankrupticies and the credit

problem. These subjects, he declared, were of prime importance to the shoe manufacturer at the moment, and he pointed out that there had been a complaint from the better element in the retail trade that the recent increase of 20 per cent. in rates for insurance on shoe stocks had been due in part to the fact that, under the pressure of competition, manufacturers had not exercised adequate precaution in giving credit to customers of small financial responsibility.

"Some Inequities of the Bankruptcy Law"

Mr. L. P. Deslongchamp, vice-president and theasurer of the Slater Shoe Co., Ltd., Montreal, in an exhaustive review of "Some Inequities of the Bankruptcy Law," declared that the law was of little or no value in that it was a law of exceptions, and one could not replace the civil law with one of exceptions. The law was in fact favorable to the debtors. Mr. Deslongchamp enumerated a number of defects in the Act, among them being the ease with which a debtor could be liberated from his obligations; the fact that a debtor could choose his own trustee; the excessive cost of liquidation; the fact that the necessary ratification by the court was a complete illusion, while the law was both anti-economic and anti-social.

"Credit Problems of the Shoe Manufacturer"

Mr. John Myles, general manager of the Columbus Rubber Co., of Montreal, read a very interesting paper dealing with the timely and urgent questions of credit. Taking the whole of Canada, and dividing it into sections, he said credit and collections conditions in the Maritime Provinces could be considered quite fair; throughout Quebec and Ontario, as very fair; the Prairie Provinces due to the sudden collapse in the price of farm products could only be considered as poor, with British Columbia quite satisfactory. The Western situation deserved particular attention. Some months ago the situation in Saskatchewan was considered serious enough for the Government to call a meeting of all interested parties in order that the conditions might be clarified. It was simply a case that the farmer could not pay the store-keeper and the store-keeper in turn found himself in the position of being unable to pay the wholesaler. In certain sections of Manitoba, the situation was somewhat similar, but in Alberta it appeared to be better.

Percentage of Failures in Shoe Trade Not Serious

Considering these conditions as a whole, and despite the fact that failures during 1921 reached an unprecedented total as regards liabilities, Mr. Myles declared himself as optimsstic regarding the prospects for 1922. The years 1914 and 1915 both recorded failures exceeding 1921 in point of numbers, and it had to be remembered that in the latter period the liabilities were incurred on a much higher market. Failures in the boot and shoe retail trade itself, numbered 84 during 1921 with liabilities of slightly over $1,500,000. As there was estimated to be 6,000 boot and shoe retailers in Canada, the percentage of failures was not serious.

"The Packing and Shipping of Shoes"

A valuable paper on the above subject was presented by Mr. G. C. Jackson, auditor of claims, Canadian Pacific Railway Company. Among other things, he pointed out the importance of showing the full name and address of the consignee on the cases, and urged that the latter should not be too large—small medium sized cartons stood the ordinary incidents of transportation very well, but the large ones were liable to damage. One large receiver had suggested that the number of pairs contained in each carton should be shown on the outside. Crowding too many shoes into a case was a practice which should be avoided. The necessity of careful checking by the shipper and cansignee was also emphasized. Too great care could not be taken in packing and checking, inasmuch as shoes were one of the commodities particularly tempting to theives, and while no amount of caution could eliminate the evil, it gave the carriers a better chance of guarding the freight entrusted to them.

Luncheon Tendered by Montreal Tanners

The members of the Shoe Manufacturers' Association were entertained at luncheon by the tanners of Montreal, Mr. J. Payan, of Duclos and Payan, presiding. After Mr. G. H. Carter, of the Anglo-Canadian Leather Co., had welcomed the members of the shoe and allied trades, the Rev. G. R. Allan, of Montreal, made a very humourous speech, with, however, a serious view running through it. He insisted on the necessity for optimism in business, and of putting brains and conscience into the goods placed upon the market. A purchaser, he said, would forgive being charged a high price, but he would not overlook beng sold an inferior article. Shoemaking was something more than a trade; it was an art—for an attractive shoe was a thing of beauty and a joy forever.

Mr. J. D. Palmer, First Vice-president, Shoe Manufacturers Association of Canada

Mr. J. Walker, of Toronto, and Mr. J. Tanguay, of Quebec, expressed the thanks of the shoe manufacturers for the hospitality of the tanners.

Afternoon Session

At the opening of the afternoon session, Mr. R. Locke, president of the Wholesale Shoe Association, and Mr. Geo. Gales, ex-president of the National Shoe Retailers' Association, expressed the greetings of their organizations. Mr. Locke declared that co-operation between the manufacturers and the wholesalers would be of mutual advantage, particularly as the secretarial organizations were identical. The wholesalers desired to drop the name "jobber" and to substitute "wholesaler" in its place.

Mr. Gales congratulated the manufacturers upon the way in which they had improved their product during the last two or three years. The Canadian people were asking for Canadian goods, and if the manufacturers continued to progress as they had done in the last two or three years, they would have nothing at all to fear from U. S. and other outside competition. The retail trade was behind the Canadian manufacturers.

Business, Mr. Gales said, was showing an improvement, and he anticipated a good spring and summer trade.

"Business Management and Economic Conditions"

Mr. Arthur Surveyor, Consulting Engineer, Montreal, read an exhaustive and well-reasoned paper on "Business Management and Economic Conditions," which dealt with the principles underlying the industrial trend in a remarkably able manner. Mr. Surveyor pointed out that there are two different kinds of management, which he designated as "internal" and "external" management. The internal management was entrusted with the production at low cost of the finished article and the rapid selling of the product. The external management consisted in the adjustment of purchasing and production policies to the economic conditions of the country. It was with the latter phase of business operations that the speaker dealt in particular.

For any one of a hundred or a thousand reasons there were incessant variations in supply, demand, price and movement of nearly everything that a manufacturer or merchant used or handled, and in consequence, his costs might rise or his business fall away in spite of the finest executive management of his **interior** organization, if he did not know how to watch and to judge the **outside** situations, upon which his costs and his profits really depend in the greatest measure.

Montreal Manufacturers Entertain

In the evening the delegates were the guests, at a dinner and smoker, of the shoe manufacturers of Montreal, Messrs. N. MacFarlane, of the MacFarlane Shoe Co., and A. Lecours, of the Canadian Footwear Co., acting as joint chairmen. During the evening, brief speeches expressing appreciation of the hospitality extended, were made by Mr. F. S. Scott, of Getty & Scott, Ltd., and Mr. C. E. Lepinay, of Lagace & Lepinay, Quebec City. Mr. Scott referred to the critical time through which the shoe manufacturers and tanners had passed, and declared that these industries had served the people well during that period.

Morning Session, Thursday

The first paper at the morning session on Feb. 2, was by Mr. H. R. Poussette, Director, Commercal Intelligence Service, Department of Trade & Commerce, Ottawa, and dealt with "export trade opportunities for Canadian shoe manufacturers."

Practical Cost Accounting for Shoe Manufacturers

A very comprehensive paper dealing with "Practical cost accounting for shoe manufacturers," was presented by Mr. W. F. Dickson, auditor of the Endicott-Johnson Corporation, of Endicott, N. Y. Mr. Dickson described very fully the system used by his company, which despite the magnitude of their operations, was of the simplest possible character. The policy first, last and always, had been to keep necessary records only, doing without the frills. This simplicity of method, however, included the use of the latest mechanical devices, which could be used more efficiently and cheaply than hand labor.

The speaker treated of his subject from the ground up, showing how the development of any practical accounting system depended upon the treatment afforded it by the organization as a whole and proceeded to analyze his own methods as applied to every department of the concern, in a manner which proved highly informative and valuable to his hearers.

The Canadian Sales Tax in its Application to Shoe Manufacturers

Mr. R. N. McCormick, assistant manager of the Tariff Department, Canadian Shoe Manufacturers' Association, the next speaker on the programme, discussed in great detail the application of the sales tax to the shoe manufacturers' business. The original measure and the subsequent changes were fully explained.

Mr. J. E. Warrington, Second Vice-president

Allied Trades of Montreal Act as Hosts

The allied trades of Montreal entertained the delegates at luncheon, Mr. F. W. Knowlton occupying the chair. In reply to greetings by the chairman, short speeches were made by Messrs. J. Daoust, F. S. Scott and P. Doig. Mr. Scott declared that the shoe industry was badly misunderstood by the public. The tanners and manufacturers were looked upon as grafters in certain quarters, but if the people could be made aware of the conditions through which the trades had passed, it would produce a very different feeling. The profits made during the war had since been lost, but the public did not realize this and the manufacturers did not get fair play from the press.

The papers at the afternoon session were devoted to the tanning and leather industries. Mr. H. T. Shaw, treasurer of the Anglo-Canadian Leather Co., discussed the sole leather situation, and Mr. Lucein Borne dealt with conditions in the upper leather tanning industry.

New Constitution Adopted

The proposed new constitution and by-laws of the association next came up for consideration, and was

adopted, with a minor alteration. It was decided that the head office should be in Montreal, with a temporary office in Toronto.

Resolutions

A number of resolutions were passed, including motons with reference to further action relative to "dumping;" legislation urging that footwear be marked with the country of origin; amendments to the bankruptcy law. The Federal Government is to be urged to cancell the licenses of trustees who solicited assignments. Approval was given to a proposal to mark soles, facings and linings to show Canadian origin. A resolution was also passed regarding the practice of marking Canadian shoes with brands which might indicate foreign origin, and another motion urged the appointment by the government of an expert on shoe appraisals, in order to prevent footwear being imported at too low a valuation. It was decided at the suggestion of the retailers' association to give more attention to credits. Further resolutions dealt with the sales' taxes, assignments, and the inclusion of the cost of regular shipping cases in the cost of shoes.

An important resolution was passed regarding extra charges on "specials." This read as follows:

"That this meeting adopt, and will recommend for adoption by all shoe manufacturers in Canada, the following extra charges on "specials": (a) Single pairs made to order (not measure) to be charged a minimum of 20 per cent extra; (b) Small lots specially made, if less than six pairs, to be charged 10 per cent extra."

(The adoption of the above will bring the practice of Canadian shoe factories into line with the policy adopted more than two years ago by the Incorporated Federated Association of Boot & Shoe Manufacturers of Great Britain and Ireland, as applicable to the home trade throughout the British Isles).

A request by the shoe wholesale assocation for reasonable protection and the supply of suitable laces with every pair of shoes was referred to the incoming executive.

A new schedule of fees, with the object of raising additional revenue, was approved.

Officers Elected

The election of officers and executive committee resulted as follows:—President, Mr. J. Daoust (re-elected); first vice-president, J. D. Palmer; second vice-president, J. E. Warrington; Executive council, Montreal district—L. P. Deslongchamps, N. MacFarlane, D. F. Desmarais, A .Lecours, Nap. Tetrault and T. H. Rieder; Ontario district, F. H. Ahrens, G. W. McFarland, J. A. Walker, A. Brandon, W. E. Woefle, L. C. van Geel; Quebec district, A. Marois,Jr., J. E. Samson, D. Marsh, B. Goulet; Maritime district, C. S. Sutherland; Western district, R. J. Leckie.

On the motion of Mr. Geo. Slater, it was decided to make a uniform charge to wholesalers for special samples. Mr. Slater also suggested that they should standardize heels, box toes and other parts.

Government Speakers at Banquet

Sir Lomer Gouin, Minister of Justice, and the Hon. James Robb, Minister of Trade and Commerce, were the principal speakers at the Annual Banquet held on the night of February 3rd. There was a very large attendance of shoe manufacturers and of representatives of the allied industries. Mr. Jos. Daoust, the Chairman, in introducing Sir Lomer Gouin spoke of the critical period through which the shoe industry had passed and of the large amount of money which had been lost. He protested against statements made in several quarters that the industry had made undue profits.

Sir Lomer Gouin reviewed at length the history of shoe manufacturing and quoted statistics to illustrate the difficulties the industry had had to face, going as far back as 1878. He also referred to the great development of the shoe trade and to the fact that this progress had been pronounced since protection had been given to the manufacturers. He was glad to learn that there was a revival in the trade and that manufacturers had a large number of orders in hand.

"A Reasonable Measure of Protection"

Sir Lomer Gouin then touched on the importation of foreign shoes, stating that from 1900 to 1914 the importations increased seven hundred per cent and that last year over five thousand dozen pairs of shoes of a value of $1,700,000 were imported from the U. S. into this country. For that reason, he added, "we can easily understand that our Canadian manufacturers should insist on being granted a reasonable measure of protection to assure the survival of an industry which is as old as the country itself. For it is on home trade alone, or nearly so, that your industry must live and thrive. You are practically excluded from the American trade; the prevailing rates of exchange have closed to you the markets of the United Kingdom, and the customs' duties imposed by France, Belgium, Australia and South Africa make the export trade impossible. More than ever it is necessary that your industry should prosper and take its share of responsibility in the face of existing conditions. The country's salvation lies in the prosperity of our agricultural enterprises and of our national industries." Sir Lomer exonerated the manufacturers from the charge of making undue profits.

Mr. Robb's speech dealt in a general way with economic conditions and unemployment, pointing out the need of better and cheaper transportation so that the Western farmer would be endowed with more purchasing power. There was, he suggested, a need for co-operation and harmonious working between all classes and conditions of society.

Mr. L. P. Deslongchamps made brief reference to anomalies and defects in the present bankruptcy law which enabled anyone to easily get rid of their responsibility for debts. It also sapped credit at its base. Following this, Sir Lomer Gouin promised that if the Government was approached by the manufacturers and others interested in the bankruptcy law, it would be ready to consider any proposed amendments to that law.

A Representative Gathering

That the support of the industry was behind the shoe manufacturers' convention is evidenced by the following list of names which appeared on the register: W. C. Ackerman (B. F. Ackerman & Co., Ltd.); A. H. Ahrens (Chas. A. Ahrens, Ltd.); W. Gagnon (Aird & Co.); T. H. Rieder, R. W. Ashcroft, W. Bouregand, H. Wellein, A. Whitehouse, J. E. Harper, T. H. Lane (Ames-Holden-McCready, Ltd.); W. M. Angus, A. W. Thompson (Ames-Holden Felt Co.); A. Brandon (Brandon Shoe Co.); J. Talbot (Canadian Stitchdown Co.); C. Deguise (Charbonneau & Deguise); J. A. Cote, E. Cote; J. G. Reil (Crescent

Shoe Co.); J. Daoust, L. Daoust, A. J. Daoust and V. Huot (Daoust,Lalonde & Co.); R. Cote, E. Cote (Dominion Shoe, Ltd.); J. B. Drolet (J. B. Drolet, Ltd.); O. Dufresne, C. Dufresne (Dufresne & Locke); P. Scott, J. A. Beaufoy (Eureka Shoe Co.); J. A. Belanger, J. Lachapelle, W. Hebert (Gagnon, Lachapelle & Hebert); F. S. Scott (Getty & Scott); J. H. Gosselin; J. B. Goulet, (O. Goulet & Son); H. C. Edgar (The Hurlbut Co.); R. Lanthier (Kingsbury Footwear Co.); P. C. Lachance (Lachance & Tanguay); B. Vaillancourt, D. F. Desmarais (La Duchesse Shoe Co.); C. E. Lepinay (Lagace & Lepinay); D. Latour; R. Locke (Locke Footwear Co.); N. MacFarlane (MacFarlane Shoe Ltd.); A. Marois and A. Marois, Jr.; J. A. McCaughan, Ant. Bedard (J. McCaughan & Sons); G. H. Ansley (Perth Shoe Co.); P. Chouinard (Regina Shoe Co.); W. J. Sheehy (John Ritchie Co.); Luc Routier; J. Lessard, E. Saillant (Saillant & Lessard); J. E. Samson; Geo. A. Slater; S. P. Deslongchamps (Slater Shoe Co.); S. H. Parker (Solid Leather Shoe Co.); J. M. Stobo (J. M. Stobo Co.); J. A. Sullivan (Talbot Shoe Co.); Jos. Tanguay; P. A. Doig, A. Tetrault (Tetrault Shoe Mfg. Co.); J. T. Tebbutt (Tebbutt Shoe & Leather Co.,); L. van Geel (Tillsonburg Shoe Co.); J. A. Walker (Walker-Parker Co.); G. W. McFarland (Williams Shoe, Ltd.); W. E. Woelfle (Woelfle Shoe Co.); J. Warrington (Ritchie Shoe Co.).

Among the representatives of the allied trades present were the following: Geo. H. Bray (C. Galbert & Son); C. T. Stockton (C. S. Hyman Co.); W. S. Edwards (Edwards & Edwards); J. Myles (Columbus Rubber Co.); E. T. Jacobi (Philip Jacobi); G. S. Hubbell (Collis Leather Co.); J. R. Payan (Duclos & Payan); Pierre Blouin (Pierre Blouin, Ltd.); W. Kennedy (Robson Leather Co.); G. H. Carter (Anglo-Canadian Leather Co.); E. Mallekey, R. M. Fraser, R. MacFarlane (Breithaupt Leather Co.); Lucien Borne; H. S. Taylor (United Last Co.); J. Racine, J. F. Scully (New Castle Leather Co.); T. King (King Bros. Co.); C. A. Duclos (Duclos & Payan); J. M. Rogers (United Shoe Machinery Co.); V. J. Graveline (Comfort Children's Footwear Co.); H. D'Artois; R. E. Woodward (F. E. Woodward & Sons); F. Whiteley (Whiteley & Co.); W. A. Lane; H. Wenor; Walter Sadler (Sadler & Haworth); E. A. Darveau (Poliquin & Darveau); W. M. Dougherty, W. F. Clark, W. J. Joseph (Bonner Leather Co.); C. E. Perras (Adanac Leather Co.); W. Edge, P. Roy (J. Einstein, Ltd.); H. V. Lincoln (International Supply Co.); J. A. Hess, C. C. Spencer (W. E. Preston, Ltd.); Geo. Gales; J. J. Keating, M. L. Sturgis (United Last Co.).

Samson, Angus, Limited

In the last issue of "Footwear" an announcement was made regarding the establishment of the firm of Samson Angus, Limited. This company will handle the well-known Samson sporting features together with a general line of footwear. They are occupying the ground floor of the Toronto Type and Foundry Building, at 54 Jurors Street, Montreal.

Mr. A. R. Angus, whose photograph we are showing herewith, has had a long record of service in the shoe industry. He started with the old Ames Holden Company when he was a boy in his teens and worked up to the position of sales manager. Subsequently he went with the Miner Shoe Company, with whom he was engaged for four or five years up until the time of starting in business for himself in partnership with Mr. Samson. Mr. Angus had the distinction of being chosen during the war to represent the Canadian Shoe Manufacturers' Association in Europe in collaboration with Mr. Oscar Dufresne. He also later made a special trip to Europe for his own firm, the Ames Holden Company, and made contracts on their behalf with some of the European governments. His wide

Mr. A. R. Angus

experience in handling business on a big scale should be of great value in promoting the new venture.

The Samson Angus concern have their travellers on the road at the present time, covering the Dominion from coast to coast. They are laying plans to provide for the expansion of their Western business in the near future. In addition to the staff on the outside territory they have appointed as Montreal City representatives W. N. B. Jackson and S. Blumberg.

New Representative for Lady Belle Shoe Co.

Lady Belle shoes are now being presented to the trade in Quebec Province by a new and enthusiastic representative, Mr. J. La Mothe, who is now on the

Mr. J. LaMothe

territory. Mr. La Mothe's appointment has just recently been made and both he and the Lady Belle Shoe Co. are optimistic as to the possibilities of increasing the sale of the firm's product in Quebec.

Shoe Wholesalers' Assn. of Canada Formed at Montreal Meeting

The footwear industry of Canada is now fairly started on the road to thorough and complete organization. Following the example of the manufacturers and the retailers, the shoe wholesalers have formed a national organization, which is to be known as the Shoe Wholesalers' Association of Canada—in French, l'Association des Grossistes de Chaussures du Canada. This important step was taken at a convention held in the Chambre de Commerce, Montreal, on January 31. A preliminary meeting was held on the previous day to draw up plans for presentation to the general assembly.

The following were present at the meeting on Jan. 31: A. Lambert (in the chair); R. Locke (Locke Footwear Co., Montreal); Geo. Brown (Brown, Rochette, Ltd., Quebec); A. Congdon (Congdon, Marsh, Ltd., Winnipeg); H. V. Shaw (Miner Shoe Co., Ltd., Montreal); J. Acton (White Shoe Co., Ltd., Toronto); J. R. Labelle, Montreal; S. C. Mitchell (Ames Holden McCready, Ltd., St. John); J. P. Quesnel (Ames-Holden-McCready, Ltd., Montreal); C. A. Davies, G. Swalwell (Davies Footwear Co., Toronto); J. A. McLaren (J. A. McLaren Co., Ltd., Toronto); R. Jacobi, E. T. Jacobi (Philip Jacobi, Toronto); W. Sutherland (Amherst Central Shoe Co., Regina); J. A. Morin, Quebec; E. A. Darveau (Poliquin & Darveau, Quebec); J. Beaubien (Louis Beaubien, Ltd., Quebec); J. McFarland (McFarland Shoe Co.); A. Wisenthal (Stag Shoe Co., Montreal); M. B. Steine (M. B. Steine, Ltd., Montreal); E. Brais, W. Girouard (La Maison Girouard, Ltd., St. Hyacinthe).

The meeting was conducted in English and French.

Address by the Chairman

The chairman, Mr. Alfred Lambert, made a brief address, in which, after extending greetings to those from outside points on behalf of the wholesalers of Montreal district, he proceeded to outline the situation with regard to the organization of the trade and to urge the necessity for, and the advantages of, a national wholesale shoe association. The meeting, he stated, had been brought about by the joint invitation of the Maritime Wholesale Shoe Association and the Montreal District Shoe Wholesalers' Association, and, while it was not the first time an effort had been made to effect a national organization, he felt there never was a time when the need for organized co-operation was more urgent than to-day.

A committee consisting of representatives from all the principal sections of Canada then submitted a recommendation for the formation of a national wholesale shoe organization and a draft of a constitution to the meeting.

Constitution Adopted

A discussion on the proposed constitution, clause by clause, then followed. This was amended in minor details. As passed, it defined the purpose of the association as "to promote and protect the legitimate interests of the wholesale shoe trade in Canada."

The clause referring to membership read as follows:

"Any individual, firm, partnership or corporation, regularly purchasing shoes from manufacturers at wholesale prices for resale and soliciting business from the general retail trade, and maintaining a warehouse or warehouses where stocks of shoes are carried at all times, shall be eligible for membership—provided that any individual, firm, partnership, or corporation, having a retail counter or carrying stocks of shoes for the main purpose of supplying retail stores owned or controlled by such distributor shall not be deemed a wholesaler and shall not be eligible for membership.

Territorial Divisions for Purposes of Organization

For the purpose of organiation, Canada is divided into eight districts, each district being entitled to one representative on the executive committee for the first five members or fraction thereof, with one additional representative for every additional five members or fraction thereof. The districts are: British Columbia, Alberta, Saskatchewan, Manitoba, Ontario (not including Kingston and the territory east thereof), Montreal District (comprising Montreal City and territory within a radius of 50 miles, together with eastern Ontario from and including Kingston, Ottawa and Brockville), Quebec District (comprising Quebec City and all of the province of Quebec not included in the Montreal district); Maritime District (comprising the provinces of New Brunswick, Nova Scotia and Prince Edward Island).

The fees are to be based at a proportionate rate on the total net value of sales during the previous calendar year; the assessment is to be confidential and not accessible to other members. The following is the basis: Less than $100,000, $25; $100,000 to $200,000, $50; $200,000 to $400,000, $75; $400,000 to $750,000, $100; $750,000 and over, $150.

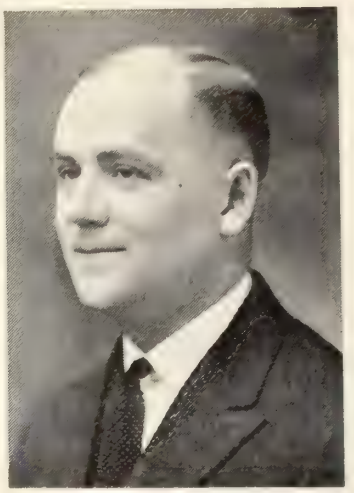
Mr. S. Roy Weaver was appointed manager and Mr. L. Theoret, secretary. The head office is to be in Montreal or such place as the executive may temporarily decide.

Election of Officers

The following officers and executive committee were elected for 1922; Hon. presidents, Jas. Robinson and A. Lambert; president, Ralph Locke, Montreal; first vice-president, A. Congdon, Winnipeg; second vice-president, J. A. McLaren, Toronto. Executive committee—British Columbia, J. Damer (Damer Lumsden Co., Vancouver); Saskatchewan, G. A. Maybee (Maybee, Limited, Moose Jaw); Alberta, G. D. McFarland (McFarland Shoe Co., Edmonton); Manitoba, Frank Morgan (Ames Holden McCready, Ltd., Winnipeg), and J. J. Kilgour (Kilgour, Rimer Co., Winnipeg); Ontario, C. A. Davies (Davies Footwear Co., Toronto), Hugh White (White Shoe Company, Toronto), P. Pocock (London Shoe Co., London), W. A. Hamilton (W. B. Hamilton Shoe Co., Toronto); Montreal District, Geo. Robinson (Jas. Robinson, Montreal), Nathan Cummings (Montreal).

Mr. A. Congdon, first vice-president, Shoe Wholesalers' Assn. of Canada

Mr. S. Roy Weaver, Manager



Mr. L. Theoret, Secretary

J. I. Chouinard (Montreal), J. Normandin (Scheuer Normandin & Co., Montreal), W. Girouard (La Maison Girouard, Ltee., St. Hyacinthe); Quebec District, Geo. Brown (Brown Rochette, Ltd., Quebec City), Ed. Darveau (Poliquin and Darveau, Quebec City); Maritime Provinces, C. S. Sutherland (Amherst Shoe Co., Amherst), S. C. Mitchell (Ames Holden McCready, Ltd., St. John, N. B.).

It was decided to send a letter of regret to Mr. and Mrs. Jas. Robinson on their illness, accompanying it with a floral tribute.

The visiting wholesalers were entertained at luscheon by the Montreal Shoe Wholesalers Association.

New Rubber Footwear Concern

Farnham, Que., now boasts an up-to-the-minute rubber footwear factory,turning out a full range from children's to men's light goods. The name of the firm is Roger & Airo Rubber Consolidated, Ltd. They have been in operation since November of last year, and their present output is 800 pairs a day, all of which has found a ready market, mainly in Montreal, Quebec City and Three Rivers. A. Grise is the general manager and E. J. O'Brien, the factory superintendent. Mr. O'Brien was with the Canadian Consolidated Rubber Co. for twenty-two years and severed his connection with that concern last August to engage in the present venture. The plant, a fine one, was already built and lying idle, and in three months, the factory was laid out, the machinery purchased and installed, and rubbers were being manufactured.

Footwear Still Keeps the First Place

At the recent elections for the Canadian Chamber of Commerce for the district of Montreal, Mr. Albert Lambert, the well known shoe manufacturer and jobber, was again elected as Chairman for the next term.

Mr. Alfred Lambert, in spite of his numerous business obligations, has always taken an active interest in the affairs of the Canadian Chamber of Commerce, and his re-election to the chair is a well deserved recognition of the indefatigable zeal which he has shown on behalf of this important organization.

Emblem Contest

The Shoe Manufacturers' Association of Canada has announced that the members of its Executive Committee at a meeting in Montreal unanimously selected a drawing submitted by Mr. Chris. C. Thompson, 73 King Street, West, Toronto, as an emblem for the Association and that the prize of $100 offered for the best emblem would be paid to Mr. Thompson. The drawing selected was chosen from a collection of more than 750 received from all parts of the Dominion. These were on display for several days at the Third Annual Meeting of The Shoe Manufacturers' Association of Canada held in Montreal and were examined with much interest by the delegates. In announcing the award, Mr. S. Roy Weaver, Manager of the Association, stated that the verdict of the Executive Committee had been unanimous, although the selection was made from many excellent drawings.

Optimism is not inconsistent with caution. Faith in the future does not necessarily engender reckless speculation at the moment. Let us work whole-heartedly in the belief that better things can, and will, be brought about through earnest effort on our part.

Mr. A. Jones, Toronto, recently appointed representative of Ames-Holden-McCready Ltd.

Hosiery Department

Full Fashioned and Seamless Hosiery

In the November issue of "Footwear" we published a brief article pointing out the distinguishing characteristics of full-fashioned and seamless hosiery. In this article it was explained that the full fashioned type required a much more complicated process of manufacture and was therefore considerably more expensive to produce. This will be appreciated by a glance at the accompanying cuts. In Fig. 1 we have

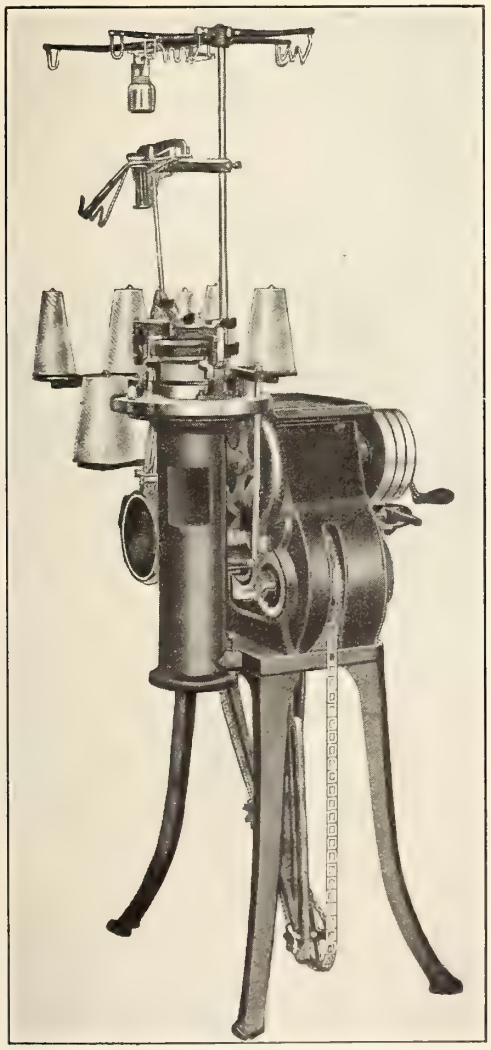


Fig. 1—Machine for knitting fine seamless hosiery

an illustration of a machine for knitting fine seamless hosiery which is a comparatively simple and inexpensive apparatus. This particular machine is used for the better quality of seamless hosiery. While the principle is the same as that employed in the manufacture of the cheaper grades—there being the same number of stitches at the ankle as at the top—there is this important difference: that the mechanism is so regulated as to adjust the tension in such a way that the stocking is shaped automatically to conform to the contours of the limb, ankle, and foot.

There is a general impression that seamless hose is cheap, or, at least, not of very good quality. This is quite true of the ordinary seamless hose, but it is equally true that there is not as much difference—from a quality standpoint—between good seamless hose and full-fashioned hose, as there is between good and poor seamless hose.

Fig. 2 shows the machines used for knitting full-fashioned hosiery. These are much larger and much more complicated. The legs are knitted flat on these

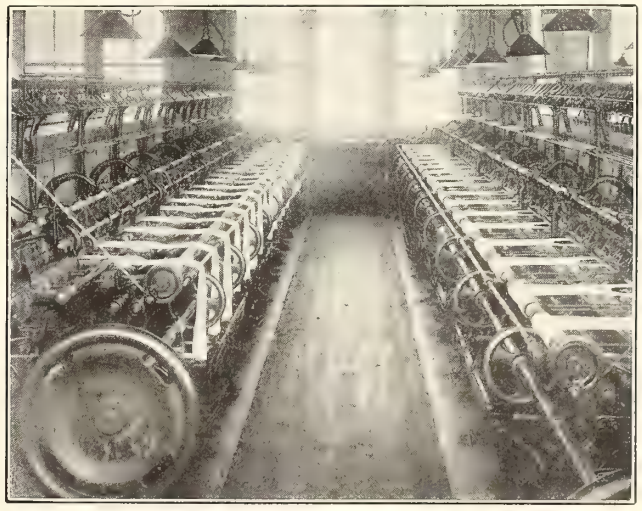
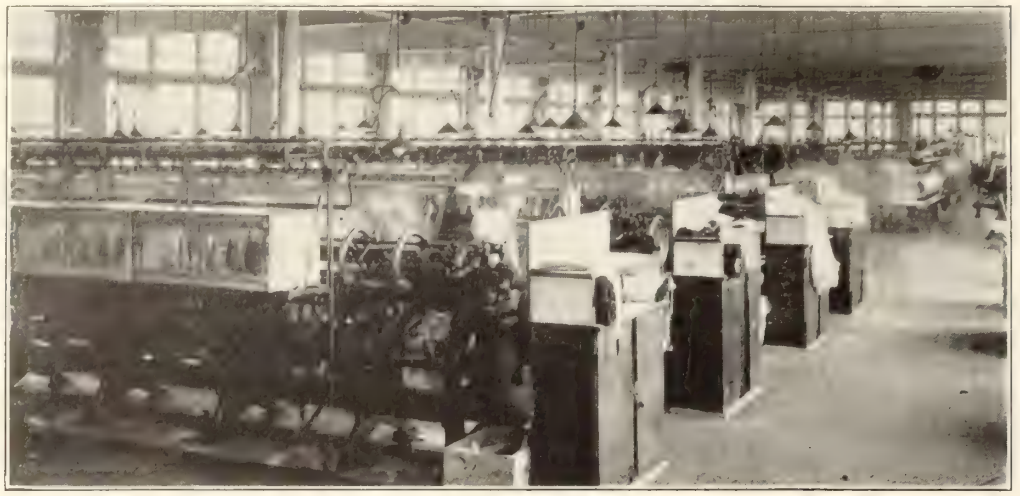


Fig. 2—Machines for knitting full-fashioned hosiery

large frame machines, which are about thirty feet in length, and are then transferred to the footing machine, which knits the foot on to the leg. Afterwards the foot is spliced along the centre of the sole and the back of the hose is spliced along the back.

There is a gradual reduction in the number of stitches at the commencement of the ankle and foot which insures a snug fitting and narrow ankle, and retains the shape regardless of how often laundered.

The difference in the cost of manufacturing the full-fashioned and seamless hose is something like four hundred per cent to produce an equivalent number of dozen. The machines for knitting cost approximately $8,500 each. This fact gives some idea of the investment necessary to equip a full-fashioned hosiery plant.



A view of the full-fashioned hose department in the plant of the Perrin-Kayser Co

Our third illustration gives the reader a glimpse of the full-fashioned hose department in the Perrin-Kayser Company's mill at Sherbrooke, Que.

New Type of Hose Originated in Canada

It should be interesting to Canadian shoe merhants to know that they have been offered a stocking of a type that has not yet been produced in any other country. This is the Pyramid Heel Hosiery made by the seamless process. Full fashioned hose with a heel of this kind has been in the market for several years in the U. S. but although thousands of dollars have been spent by American manufacturers in an attempt to produce a circular hose with this feature, it remained for a Canadian firm to perfect the equipment required for its manufacture and place it on the market.

The introduction of this new hosiery has aroused wide spread interest, as is evidenced by the fact that a number of the largest manufacturers of hosiery in the States have sent representatives to Canada to make investigations with the object of securing control of the process for the U. S.

Color Variation Between Splicing and Silk

Sometimes the question is asked why certain lines of silk hose are made with such a wide variation in colors between the lisle splicing and the silk. The difference may be the result of using a poor quality of silk, poor quality of dye, inefficient dyeing equipment or poor workmanship.

When the best grade of silk and mercerized lisle is used, with up-to-date dye-house equipment and skilled workmanship the result will be 98 per cent properly finished merchandise.

Dyeing is one of the most important parts of making and finishing fine silk hose, yet the fact remains that not one manufacturer out of fifty spends the proper amount of time and money in this particular department.

The best method of buying silk hose with an assurance of absolute satisfaction is to trade with reputable concerns of unquestioned integrity whose word can be taken at face value in every transaction, for there are so many steps and processes entering into the manufacture of silk hose that even the most experienced hosiery buyers cannot accurately determine its true quality. Therefore, always keep in mind the reputation of the supplier when buying silk goods.

Formal Opening Montreal Store Surpass Shoe Co.

The Surpass Shoe Co. gave a reception on Feb. 1 to celebrate the formal opening of their store at 505 St. Catherine St., West, Montreal. The store was specially decorated for the occasion, palms and pots of tulips and daffodils being tastefully arranged about the premises, and the windows were trimmed in a black and gold color scheme. Several hundred interested visitors were in attendance, and tea was served during the afternoon, while an orchestra rendered attractive selections. The sales staff were kept busily engaged in showing the guests all the latest fashions in footwear, and each individual on leaving was presented with a bouquet of daffodils. The whole proceedings went off in first class style, and will undoubtedly have made an impression on the minds of those present which will bring them back when they need to purchase footwear.

The store is the one which was formerly operated by the Walk-Over Shoe Co. which, as announced in our last issue, has been taken over by the Surpass Shoe Co. In that issue, it was stated that the Surpass Co. had secured control of all the Walk-Over stores. This statement, however, was in error, as the Walk-Over store in Toronto is still under the same management, the business transfer applying to the establishments in the Province of Quebec only.

Greb Shoe Co. Extend

It is an encourageing indications in the shoe manufacturing industry to note that the Greb Shoe Company, Kitchener, Ont., are planning to make a three-storey addition to their factory on Mansion St., which will double their present capacity, making available an additional 12,000 sq. ft. of floor space. The new premises will be devoted to the production of Goodyear welts.

Enterprise, such as the Greb Shoe Co. are displaying, is what is needed to restore business to a prosperous and normal conditions.

The Future of Shoe Repairing in the Province of Quebec

By OLIVER M. BROOKS

There is no province in the Dominion that offers a better opportunity or represents a greater field for up-to-date shoe repairing methods that that of Quebec.

The field is large because the province is large and within its hospitable borders dwell upwards of a quarter of Canada's entire population. The opportunity is great because shoe repairing while carried on extensively has not been developed to the pitch found in other parts of the Dominion.

Late government census figures recently made public, place the population of Quebec at 2,349,067 being an increase of 343,291 or 17.11 per cent over the census of 1911, while it is estimated that the completed figures for Canada will reveal a population of about 8,500,000.

A Plentiful Crop of Feet

It becomes immediately apparent that Quebec province is rich in feet, and a good rich crop of live active healthy feet are of tremendous importance to the man who expects to make shoe repairing the mainstay of his future business effort. Then there are other factors that exert a great influence in determining the value of the province as a prospective field from the modern shoe repairer's point of view. The inhabitants of the province are for the most part a plain sensible people with a matter of fact way of looking at things and a goodly portion of them are spread among rural districts where they have large healthy families that are usually particularly energetic; they do a great deal of visiting among themselves and, walking being considered an honorable form of locomotion, the consumption of shoe leather is good.

Their habits of thrift and saving also are such that they are often commented upon by travellers of extreme experience. They do not need educating in the virtue, grace and art of wise economy and saving. They are already well versed in that. They believe in preserving, repairing and prolonging the life of their possessions. They abhor needless waste and take joy in its elimination and in extracting full value from their purchases so long as these economies are consistent with their established standards of living. The way for shoe repairing is made smooth by these very habits, traits and inclinations of the people.

Shoe repairing holds great possibilities in the future for the man who will develop it with understanding, who will apply to it the same business like methods and up-to-date principles demanded of other trades and industries, who will themselves use methods of economy, productivity and modernity that are in keep-

An example of a thoroughly modern and efficient shoe repairing organization is Shoe-Craft, Limited, Montreal. This illustration shows the main office and receiving station on St. Catherine St., West.

The interior of the Shoe-Craft shop on Bleury Street, where a large staff of expert workmen is kept constantly employed.

ing with the principles by which they exhort their customers to practice the great economy of having their shoes repaired.

The Need for More Economical Methods

No need to educate the people or Quebec in the economies of shoe repairing; they already believe in that. But there is need to educate the shoe repairers of the Province along the lines of more economical and productive methods of working.

One reason why the shoe in use for some time is so comfortable is due to the better fitting qualities that come with long wear. There is no shoe that feels so comfortable as an old shoe and it is because it is old that it is comfortable. The shoe repairer should build on this fact—it is one of his great assets,—and seek to prolong the life of the shoe without destroying the comfort that has endeared the footwear to his customer.

It is a curious fact that in shoe repairing as in everything else new ideas are hard to push to the front, especially when these interfere with old-time notions that have become firmly entrenched in the trade mind. But times have changed, methods have changed—shoemaking has changed and the public expectations of the shoe repairer have changed. Old methods and manners of doing business must be discarded if we are to retain the public confidence and we must advance with the times in shoe repairing as in all else in the Province or else stand aside and make room for those who are more progressive than we.

The province is not without its representatives of up-to-date shoe repairing and has establishments that are as modern and efficient as anything in the land. Indeed we could name a list that we know personally who might easily be cited as inspirational examples for other shoe men regardless of where they be. But the fact is that there are not enough of them and in that we have our greatest possibilities for the future of the trade in the province.

Why Hand Methods Have Been Superseded

In Quebec too much work is done by hand. Yes, assuredly we know hand work is good. We have done enough and seen enough of it to know that. We have an appreciation that nothing will ever dim the fame of old fashioned hand work and the man who can do it right, but we also know that if it is done right it is too slow and monotonous to be profitable, economical, or highly effective under present day conditions. In many present day operations in shoe repairing hand methods are purely wasteful.

It would be hard to find a greater example of wasted labor than that afforded by the man who persists in following hand methods in shoe repairing when so many really efficient machines are at hand to do that work at a fraction of the original cost for time and labor. Of course there are not many shoe repairers or shoemakers today who are foolish enough to try and compete with the machine, but we find one now and then in all parts of the country who seems to think he can do it and especially we have noticed this attitude in some portions of Quebec.

Where the Machine Wins Out

Watch a shoe repairer sewing on a pair of half soles or long soles by hand and one gets a good idea of the great waste of time that is involved in too closely sticking to old methods. The average time in sewing one half sole with a reasonably good hand stitch would be about fifteen minutes. To sew the pair would take half an hour, and when we consider that a good machine for that work will sew a pair of full soles in about one minute with a smaller, finer and tighter stitch than is possible by hand, giving a greater tensile strength to the inch, we begin to realize the great saving that is effected for the shoemaker by the machine method.

All this goes to prove that the repairing of shoes will be done on a large scale in the near future in this province. Perhaps it will be said that some of the small shops cannot afford to operate machines because there is not enough work to pay for them and in that case the question might well be raised as to whether there is enough work or profit to recompense the proprietor for spending his life in a business that is only going to provide a pittance for a living.

That the people of the province are ready to lend their support to the man who will offer them the facilities of up-to-date repair service with corresponding good work has been clearly demonstrated by those shops that have tried and flourished on the venture.

In Montreal, Quebec, Sherbrooke and other centres are to be found the men who are making more than a mere living from repairing shoes by modern methods, who are ably demonstrating that the comparatively small outlay necessary to equip a shoe repair business with the latest in labor saving machines and devices is returned many fold to the man who will follow up the installation by giving good work, good service and courteous attention.

The Business-Building Possibilities of the Waiting Room

One feature of the Quebec method of handling the shoe repairing business that is instantly noticed by the observant visitor from other parts who is interested in the subject, is that the waiting rooms as provided in other fields for customers who require work done while they wait and which have proved such a business asset and source of revenue to the trade, are frequently conspicuous by their absence. In the whole of Quebec province there are very few good waiting rooms attached to shoe repair establishments where one may wait in comfort while purchasing shoe repairing.

Just why this particular feature is not more strongly in evidence in the province is hard to say. Certainly it is not that the public would fail to respond or appreciate such a convenience if properly managed. Indeed we believe the contrary would be the case and are confident a properly designed waiting room or nook attached to a good shoe repairing business in any reasonably busy centre could not fail to be a source of pleasure and revenue to the progressive proprietor. Certainly Milady of Quebec is as appreciative of good things, refinement, ease and courteous service as any woman on the continent. A trip through the large stores of Montreal and Quebec quickly reveals that—and progressive moves by business men to provide better service and convenience have always met with public approval and success in those centres.

Most surely one would have to study the waiting room problem as applied to Quebec and evolve possibly something that would appeal to the temperament and individuality of the class of trade catered to. But that is the case everywhere else. The problem of the successful waiting room is one of the big studies that confront the man who would make a success of this convenience.

Studying the Temperament and Preferences of the Customers

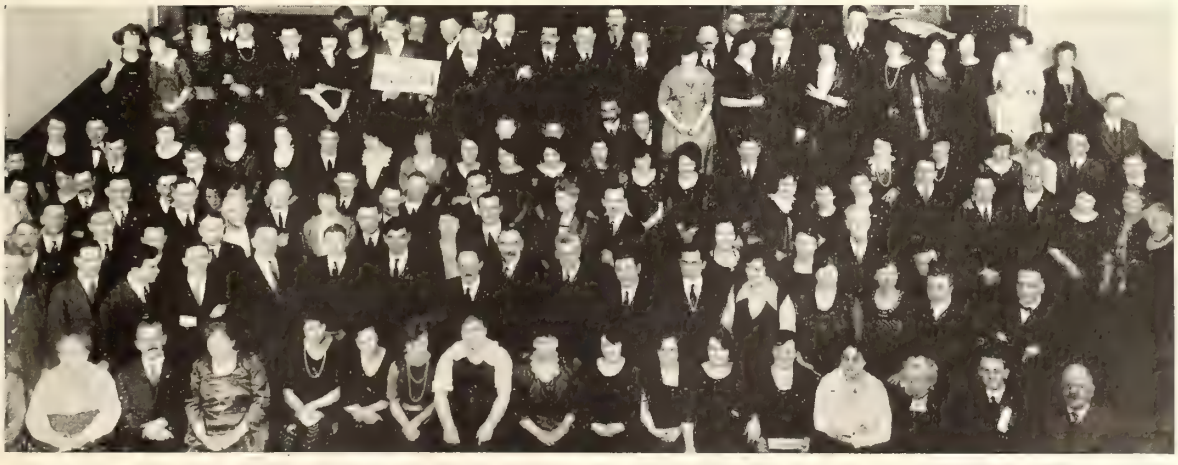
Not everyone who has tried to solve the riddle elsewhere has met with success. We know of instances where expensive waiting rooms have been designed and no one could be coaxed to wait in them. But balanced against these, we know of others, some quite simple affairs, where there always seem to be people sitting in their stockinged feet contentedly while their footwear is rejuvenated, and providing a generous portion of the business done by the store the receipts of which make merry music ringing on the cash register.

Just to provide a room or space in which to wait is not sufficient for success. The problem must be studied—the people, the district, must be taken into consideration and the accommodation suited to their needs and tastes. It may only be a simple cosy corner with a couple of chairs that is required, but the man who succeeds in pleasing his customers in this detail of service will be building up for his business a steady source of revenue and effective advertising.

Brantford Association Entertains Hamiltonians

On Wednesday evening, Jan. 18, some eighteen members of the Hamilton Shoemakers' and Repairers' Association journeyed to Brantford, where they were guests of the Brantford Association. At eight o'clock the meeting was called to order by Mr. A. Johnson, president of the local organization, and after a few introductory remarks and words of welcome, a progressive euchre game was arranged, in which nearly all those present took part. Following the euchre, a song was rendered by Miss Rogers, which was enthusiastically encored. Then came refreshments—which were also well received—the Hamiltonians are a unit in declaring that when it comes to putting up a lunch, the Brantford boys are there with the goods.

When all had partaken to their satisfaction, the distribution of the prizes took place. Mr. J. Jarvis,



Does your face appear in this happy group? If it doesn't you missed an enjoyable evening. The Toronto Shoe Repairers' Association held a euchre and dance on Jan. 19, which was a splendid success, as may be judged from the above picture of the folk who attended.

of Hamilton, was the fortunate winner of the first prize, and Mr. J. Adie, of Brantford, came second.

An interesting programme was then proceeded with, including some brief addresses and several musical numbers. Messrs. Grayson, Revell, Henderson and Wilton, of Hamilton, all had interesting remarks to make, and three of the Brantford men, Messrs. Smith, Pettit and Sheppard, made enthusiastic speeches which were attentively listened to.

Mr. Mather, of the Gutta Percha & Rubber Co., also spoke briefly and to the point, commending the organization work and social activities of the Brantford association.

Among the items of entertainment were songs by Messrs. Wilman, of Hamilton, and Adie, of Brantford, a recitation by Mr. Tebbs, of Hamilton, and an amusing skit at the piano by Mr. Jarvis, of Hamilton. Messrs. Williams and Calvesbert were invited guests who added materially to the enjoyment of the evening, the former performing on the piano and the latter on the accordeon.

The whole affair went off splendidly and was a real credit to the Brantford Association. Some forty-five were present, and all the speakers were strongly in favor of upholding present prices and of sticking together as an organization.

Nineteen-Twenty-One a Year of Success for Hamilton Shoe Repairers' Assn.

Nineten-Twenty-One was a year of progress and development for the Hamilton Shoemakers and Repairers Association. The business of the year was wound up at a meeting on Dec. 27, when, as announced in our last issue, the new officers were elected.

The reports of the secretary-treasurer, Mr. Wilton, and the president, Mr. Grayson, which had to be omitted from our last issue, are printed below:

Secretary-Treasurer's Report

It is with pleasure that I can report a very successful year. Thirteen new members joined with us during the year, and seven dropped out, giving us now a total membership of sixty-six.

Ourincome during 1921 was $459.74 and our disbursements, $429.40, leaving a balance of $30.34.

In the fore part of the year, the president was instrumental in bringing out a book of rules and membership card, a copy of which was sent to every member of the association.

Before closing I would like to thank all those who in any way have helped with the association work, and to especially commend the president on his attendance, not one meeting during the year being missed. He has set a new precedent for the association. In conclusion, I would urge every member to stand by the association and do all they can to keep the trade upon the high plane upon which it is now standing.

President's Report

It affords me great pleasure to present to you a report of our association's activities during the year ending December, 1921. We can look back upon what has been acomplished and congratulate ourselves. It is very gratifying to learn from the secretary-treasurer's report that the association is in good shape financially. It seems to me that this has been the best year since the association was formed. We have had twenty-three regular meetings, with an average attendance of seventeen, and ten executive meetings—all of which have been of an enjoyable character. I am very thankful to say that I have been able to be present at every one of them. It has been a pleasure to me to do what little I could in the interests of the association and I take this opportunity of tendering my hearty thanks to the members, and especially the members of the executive, for their interest and co-operation.

In February, we held our first social and euchre party, at which our friends from the Brantford Association were present, along with other visitors, and we spent a very enjoyable time. At that meeting Mr. Pettit, on behalf of the Brantford Association, presented this association with a gavel, which we very much appreciated.

Then came our annual banquet, of which we all have pleasant recollections. It was a complete success in every way, both from the visitors' and from our own members' standpoint, and everyone spoke highly of the manner in which it was carried out.

In July, we held our annual picnic to Dundas Park, which was voted the "best yet." Certainly everybody was out for a good time, and had it.

Then came our first convention of shoe repairers, held in Toronto, July 26 and 27, at which twenty-four of our members were present. All seemed well satisfied with outing and the proceedings and no doubt are looking forward to the next convention in July, 1922.

On Oct. 25, we had another euchre and social, when we had a number of visitors, including a nice representation of the Brantford Association, whom we are always glad to see.

So taking the year on the whole, we have had a good and successful one.

Just a few words regarding our members. We have a number who do not attend and who take no interest in the association. I am sure they would find it to their advantage to come and get acquainted. Then we would have a better understanding with one another.

There are many matters of interest to be attended to in the near future. It is not fair to the members of this association that some few should take it into their heads to reduce prices indiscriminately and then keep away from the association. Let us get together and discuss the matter properly, and if we decide that the time is opportune for a readjustment of prices, let it be so. But even then that should not make any material difference to the association—there are other matters to deal with.

The association was not formed to deal exclusively with the matter of prices. Far from it. There are other subjects as essential—the promotion and maintenance of friendly relations with all its members and discussion and action regarding matters affecting the interests of the trade. These are questions that should be studied by all our members, as they will stimulate us to keep united. Let us ever remember that in unity there is strength. United we stand; divided we fall. It is my opinion that we should stand shoulder to shoulder, co-operating as we have never done before. For it will be by the closest co-operation in our association that we shall keep our shoe repairing industry in the high position it has attained.

In conclusion, as president of your association, I have tried to be impartial and fair to all, and if I have not come up to your expectations, I must ask your indulgence and take the will for the deed.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

H. J. Howland, for the past sixteen years in business at Thedford, Ont., has disposed of his stock to J. Richardson of Petrolia, who takes possession immediately.

T. W. Palmer has purchased the business of M. R. Rannie, of Hensall, Ont., including men's and boys' furnishings and boots and shoes. It is the intention of Mr. Palmer to carry an up-to-date stock of men's, women's and boys' footwear.

The shoe business formerly operated by the late Mr. B. Brown in Crediton, Ont., has recently been taken over by F. W. Morlock. Mr. Morlock was previously in the employ of the late Mr. Brown for many years, and is optimistic with regard to the possibilities of developing the business.

Emile Bellemere, shoe dealer, Shawinigan Falls, Que., is offering to compromise at 35 cents on the dollar.

Joseph H. Nelson, Toronto, having been found guilty of applying a false trade description to goods with intent to defraud, was recently sentenced to a fine of $200 with the alternative of three months in prison.

Mr. P. A. Doig, of the Tetrault Shoe Mfg. Co., was the principal speaker at a meeting of the Local Council of Women, Montreal, held in the Y. W. C. A. building on Jan. 19. "Peter" spoke about Canadian-made footwear and told the ladies some plain truths, pointing out that the extreme styles and rapid changes demanded by women in their shoes was one of the reasons for the high cost of shoes, inasmuch as the continual introduction of new fashions left the retailer with large stocks of shoes for which there was no demand. He declared that Canadian footwear was excelled by none, and that there was no need to seek elsewhere.

The death is announced of John Tremlett, a resident of Hamilton, Ont., who for some years conducted a shoe business in that city. The late Mr. Tremlett was a native of Devonshire, England, having emigrated to Canada in 1856, when he settled in Hamilton. He had reached his 96th year.

A wide circle of acquaintance in the shoe industry will regret to learn of the death of Mr. Frederick Underhill, president of Underhill's, Ltd., Barrie, Ont., which took place while he was on a trip to Los Angeles, California. The deceased was fifty-seven years of age and was of English birth and parentage, having been born in Plymouth, but was brought to Canada when only eight months old. In 1881 he went to Markham and with his father, Richard Underhill, opened a custom shoe store. Seventeen years later, in 1898, he opened up his first shoe factory in the same village. Three years afterwards, the plant was moved to Aurora, and, finally, in 1913 a branch was opened in Barrie. Four years later, on account of failing health, Mr. Underhill closed the Aurora factory.

The late Mr. Underhill is survived by his widow, one daughter and four sons.

The shoe store of Samuel Robin, Liverpool, N. S., was burned out in a recent fire.

John Agnew, Ltd., of Brantford, Ont., have purchased the store property in Chatham, Ont., owned by H. A. Andrew and now occupied by the Antoinette Hat Shop. The premises will be entirely remodelled and the Agnew firm will open up an up-to-date footwear establishment, which will make the twelfth in their chain of stores.

Quinner's Shoe Store, Irvine, Alta., is reported to have been destroyed by fire.

Repairs are being made to the shoe store of the Morrison Shoe Co., 123 Dundas St., London, Ont., which was damaged by fire.

Announcement is made of the incorporation of a new shoe firm in Winnipeg, Man., to be known as "G. & O. Footwear, Ltd." The company is authorized to operate both wholesale and retail. Capital stock $75,000.

The Minister Shoe Co., Ltd., has taken out letters of incorporation, with head office in Toronto, capital stock $100,000.

Letters patent have been granted to the Anderson Shoe Company of Canada, Ltd., Hamilton, Ont. Authorized capital stock $150,000.

The Aluminum Heel Co., Ltd., Toronto, has been incorporated, with a capital of $40,000.

J. C. Ouellet & Frere, 149 King St., West, Sherbrooke, has purchased the stock and good will of J. F. Leblanc & Co., Reg'd, who carried a complete line of shoes and also of dry goods. The new firm have supplemented the stock with up-to-the-minute goods and report saticfactory business as a result.

F. Segall, who operates the Royal Shoe Store at 248-50 St. Lawrence Blvd., Montreal, has recently opened a men's outfitting establishment, which includes a good shoe department, at 279 St. Lawrence Blvd.

The Lyon Shoe Co., has opened a retail shoe business at 224 St. Catherine St., West, Montreal. They have a new and attractive store front and interior fittings. A complete new stock of footwear has been installed.

J. B. Loiselle, who formerly was engaged in the shoe business in Verdun, has purchased the stock and good will of Leo. Leonard at 252 Mount Royal Ave., E., Montreal. He has a well assorted line of shoes and modern premises.

La Rita Shoe Co., St. Hyacinthe, Que., have moved into new premises at the corner of Cascades and St. Dominique Streets. They expect to be operating about the middle of the present month.

Aetna Leathers Works, Ltd., Montreal, have assigned.

J. M. St. Onge, shoe dealer, Montreal, has obtained an extension.

The Sun Shoe Co., Montreal, has registered.

Samuel Wernick, clothing and footwear, Niagara Falls, Ont., has asked for extension.

The Consumers Shoe Store, Toronto, has been registered by Lillian Dretel.

The Lloyd-Rose Shoe Co., Toronto, has been registered by J. K. Rose and Henry Lloyd.

S. Schwartz, shoe dealer, Montreal, has compromised.

The stock and plant of the Allied Shoe Foctories, Ltd., Simcoe, Ont., is advertised for sale.

P. Berman, shoe dealer, Montreal, recently assigned.

The East End Shoe Market, Montreal, have compromised with their creditors.

Rupert Legate, who has had eleven years experience in the shoe business in the store of E. C. Scarrow, Owen Sound, Ont., is severing connection the latter in order to

set up in business for himself in the same city. Mr. Legate intends opening his store on April 1. He will have the best wishes of many friends in the trade.

The Store of J. A. Martineau, Montreal, was damaged in a recent fire. Insured.

The shoe business of E. A. Cooper, Hamilton, Ont., has been bought out by Wallace Smith.

Geo. Finlay, shoe dealer, Hamilton, Ont., has sold his store on Barton St., East, to E. H. Adamson.

Fred A Tashereau, shoe dealer, Hamilton, Ont., has assigned.

Leduc & Bordeleau, Montreal, suffered a loss to their shoe stock at 600 St. Catherine St., E., in a recent fire.

The Locke Footwear Co., Ltd., Montreal, has been registered.

Emile Bellemarre, shoe dealer, Shawinigan Falls, Que., recently assigned.

The Sun Shoe Co., Montreal, has been dissolved.

London, Ont., Correspondence

While business has been seasonably quiet here, turnover of retailers has been well maintained and the men in the trade say there is absolutely no reason for any complaints. They are looking forward with the greatest optimism to the coming months and expect that the spring trade will be fully up to average. Stocks generally are at the lowest point in years and while replacement orders are being given they are in many cases only small ones. Manufacturers, however, report that while business has been a little quiet orders have been coming in steadily. From many of the country points larger orders are being received than from city firms. Manufacturers believe that business will show steady improvement and are not at all pessimistic regarding the outlook for the year.

An interesting change locally is the sale by Louis Kaufman of his fine store at 222 Dundas St. Mr. Kaufman had a ten year lease of the premises and only a year and eight months of this had expired. He had spent considerable money in fitting up one of the most modern shoe stores in Western Ontario. Mr. Kaufman stated to "Footwear" that he has disposed of his lease for $10,000 and has already completed arrangements for new premises a block further east at 292 Dundas St. He has 45 days in which to move..

A wide circle of friends in the trade heard with the deepest regret of the sudden death at Aylmer, Ont., of Fred W. Love. While on his way from his store on Saturday afternoon, January 28, Mr. Love suddenly fell over dead on the street. Death was due to heart failure. Mr. Love was 42 years old, a member of the Chamber of Commerce and active in all public movements for the advancement of the town. The funeral was held on Tuesday January 31 and out of respect the merchants of Aylmer closed their stores during the funeral hour.

Ken Murray, of Johnston and Murray, has just returned from attending the Style Show in Chicago. Business he believes will show a gradual but steady improvement and he is looking forward to a good year's trade.

Speaking of the business outlook generally, Mr. Hill stated that he has found business very steady and is looking for an excellent year.

The mid-winter Dollar Day sale held in London was the greatest success of the long line of successful Dollar Day sales held here. Thousands of people came in for the big day, many of them from points fifty miles away. The sale resulted in perhaps the largest single days turnover in the history of London merchants. President Rowland Hill of the Association and his assistants were warmly congratulated on the results of their efforts.

In the big fire that recently destroyed the Cowan building the shoe stock of W. Morrison suffered to the extent of about $10,000 and the firm has been holding a very successful fire sale.

Mrs. Hubert Ashplant, whose husband Hubert Ashplant died recently, is quite seriously ill at her home here.

Western Ontario Notes

Henry Fatum has purchased the hotel building at Gowanstown, Ont., and will remodel it into a first class general store with a department for shoes and rubbers.

Mrs. Esther Goldhar, wife of E. Goldhar, shoe merchant, 458 Talbot St., St. Thomas, Ont., died very unexpectedly at her home on January 9. She was ill only a few hours. Besides her husband she is survived by four children. The funeral was held at London.

Wilfred Laird, of Guilds, Ont., has taken a partnership in the business of E. M. Shewburg and from now on the firm will be known as Shewburg & Laird.

Clark and Dusty, of Essex, Ont., sustained a heavy loss when their store was completely destroyed by fire. The firm contemplates reopening again as soon as possible.

Frank Ashplant, of Hubert Ashplant & Sons, London, Ont., made a most successful leader of the chorus singing at the annual banquet of the St. Andrews brotherhood recently.

W. Hale, of Sunnyside, near Inwood, Ont., sustained a severe loss when his store was completely destroyed by fire.

Gus Ostrander, has purchased the store and business of William Fyfe at Orwell, Ont.

George Muller for many years in business at Springfield, Ont., died recently at Tillsonburg where he had been living retired for the past two years. He was very prominent in Masonic circles being a past master of Springfield lodge, a Knight Templar and a member of Mocha Temple Shrine at London.

Prior to his departure from Wheatley, Ont., for Arkona, where he intends to reside, M. H. Chamberlain, who has been active in Masonic work and is I. P. M. of Xenophon lodge was presented at a big meeting with a handsome emblem.

In a strenuous campaign at St. Thomas, Ont., Charles E. Raven, shoe merchant, was elected as mayor.

F. G. Moore, of Lions Head, Ont., has disposed of his business to Roy Greig and George Hummel.

Burglars who gained entrance through a cellar window stole several boxes of shoes and some rubber boots from Gledhills store at Kincardine recently.

W. H. Parnall, of Newbury, has purchased the business of J. A. Mulligan at Wardsville, Ont.

William Land for many years a resident of Aylmer, Ont., died at Walkerville, Ont., recently. Two years ago he established a shoe repair shop at 40 Victoria Road, Walkerville, and built up an excellent trade. The funeral was held at Aylmer. Mr. Land was 63 years old.

Live Shoeman (Graduate Practipedist) wishes to secure position with retail footwear concern in Ontario. Has wide experience in, and thorough knowledge of, the retail shoe business. High ability as salesman, and and also as Practipedic specialist. Also open to consider **purchase of** small shoe business. Apply Box 804 Footwear in Canada, Toronto. 2-3

Wanted—Resident Representatives for the Provinces of **British Columbia**, Alberta, Saskatchewan, Manitoba, Western and Eastern Ontario and Maritime. Cater to Shoe Stores and Shoe Repair Shops, for a staple line. Box 796, Footwear in Canada, Toronto 2

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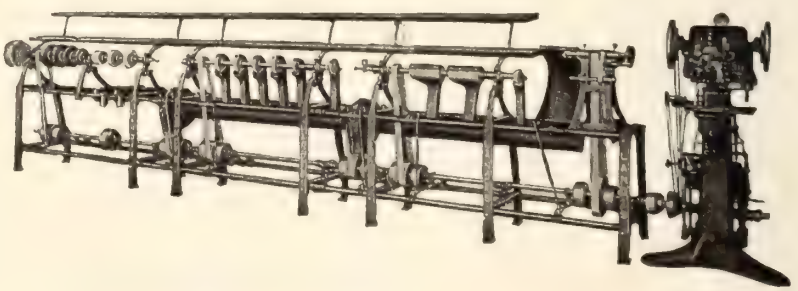

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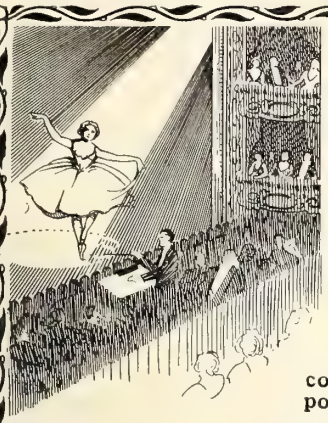

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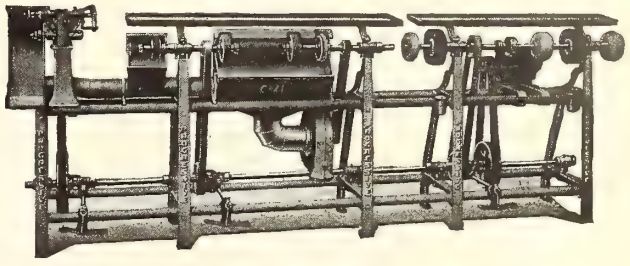
92%

Say Progressive Finishers Run Without Vibration After Five Years' Use.

This information is offered in answers we received from a questionnaire sent to a list of repairmen who have used Progressive Finishers over five years.



It is conclusive proof that Progressive Finishers are heavy enough to stand up under strenuous daily use. It indicates that the Progressive Finisher is the machine for Your shop.

PROGRESSIVE
SHOE MACHINERY COMPANY

MINNEAPOLIS, MINN.
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Parents Everywhere Know the Name

You don't have to develop the market for HURLBUT Welts. It is right at your door. All you have to do to increase your sales is to display them where your customers can see them.

The increased volume of sales reported on every hand proves that the market is developing itself. It is developing on the quality and satisfaction of the shoes themselves backed by our million-reader national advertising campaign.

Parents ask for HURLBUT CUSHION SOLE SHOES by name and readily patronize dealers who feature them.

HURLBUT
TRADE MARK REGISTERED
CUSHION-SOLE
Shoes for Children

PHILIP JACOBI
5 Wellington Street East, Toronto

Exclusive wholesale distributor of Hurlbut Shoes.

"The Fabric Tip— that can't come of"

THE Nufashond Fabric Tip is part of the braid itself! It has these big selling points—can't come of—can't rust—can't tear hosiery.

Made flat, tubular and cord in all colors and in lengths for all shoes.

Excellent selling helps and display cards furnished.

NUFASHOND, *Reading, Pa.*

Nufashond
TRADE MARK REG. U.S. PAT. OFF.
Shoe Lacers

Ask your jobber for samples and prices.

-So he slept on a feather

An Irishman who had heard a great deal about the comfort of feather beds decided that he would give them a trial. So he bought a feather and slept on it that night. Of course, his condemnation of feather beds was severe.

So it is with advertising. One insertion is like one feather

The greatest advertising successes of the present day are those firms who first choose the proper mediums to make sure their message is read by the right men and then start in to keep that message continuously before their prospective buyers.

Toronto **Winnipeg** **Vancouver** **Montreal**

The Lincoln Paper Mills
Company, Limited

can supply
your requirements
in

GLASSINE

Super-Glazed Kraft
for Interlay

Wrapping Paper

The above are thoroughly Canadian-made products of the highest quality and at the attractive prices quoted, should appeal to every Canadian shoe manufacturer.

Will you get in touch with us?

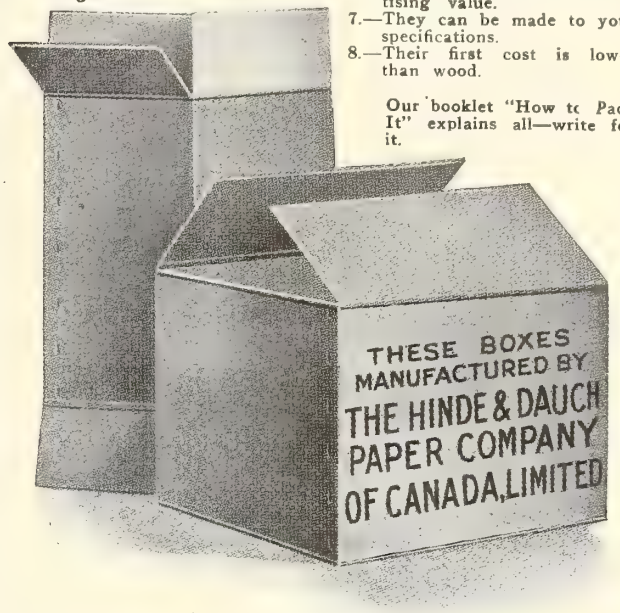
LINCOLN PAPER MILLS CO., LTD
MERRITTON ONTARIO
Branch — 112 Bay St., Toronto.

We Can Save Money for You on Your Shipping & Packing

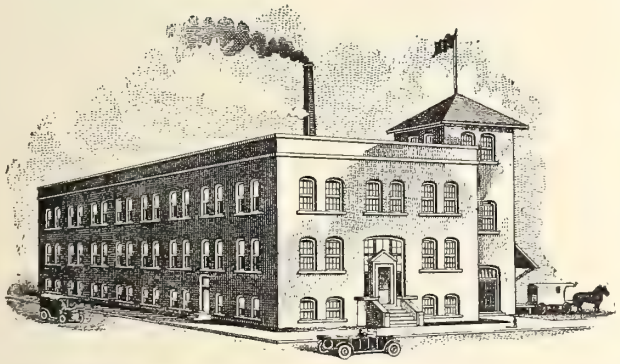
H & D Solid Fibre Board Boxes

1.—They protect your shipment against loss from dampness and water.
2.—They are extremely light, which means low freight charges.
3.—They cannot be opened without breaking the seal.
4.—They save time in packing.
5.—They save storage space.
6.—They have strong advertising value.
7.—They can be made to your specifications.
8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co. of Canada Limited
TORONTO ONTARIO



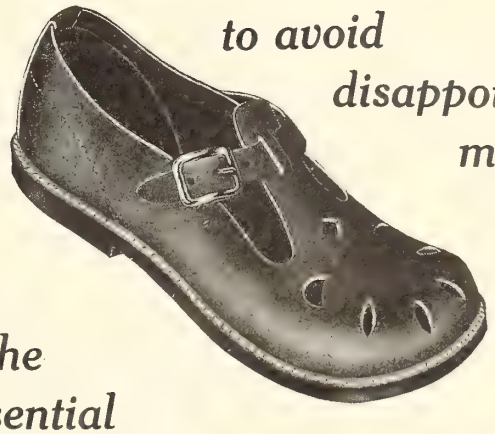
ST. HYACINTHE, QUEBEC

FOR "the shoe at a price" you cannot beat A. A. Cote & Son Ltd. McKays for men, boys, youths, little gents and children. We can show you as fine a line of staples as there is on the market, representing values hard to equal anywhere.
We have also an interesting showing of men's heavy Chrome Working Shoes.
Our values merit your investigation.

A. A. COTE & SON
LIMITED

Order Now

to avoid disappointment



The essential for Summer trade

To obtain your share of the business in this profitable Summer line, meet the demand early with a good stock.
Neatly cut and well sewn, Humberstone Non Rip Sandals are made to stand the scrutiny of the careful buyer and the wear of the sturdy child.

Humberstone Shoe Co., Ltd.
HUMBERSTONE, ONT.

"LA-RITA"

A New Number in this Popular Line

"Young Misses"

"La-Rita" Babies', Infants', and children's high grade stitchdowns have long been a popular line with the trade. Because of their popularity we have added a new number "Young Misses" stitchdowns which are of the same high quality.

Write us for particulars

The Rita Shoe Co.

Limited

St. Hyacinthe Que.

"Judge It by Its Users"

New Castle Kid

BLACK — WHITE — COLORS

Send for Samples

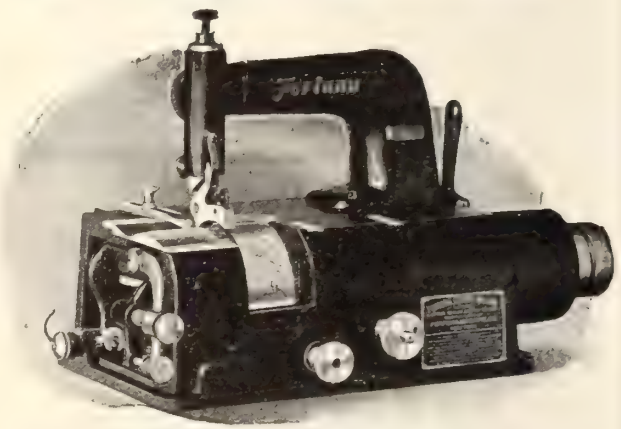
New Castle Leather Co.

NEW YORK

Canadian Branch:—335 Craig St. West, Montreal
Factory:—Wilmington, Del., U.S.A.

Fortuna

Skiving Machine



For Manufacturers who Skive Leather, Felt, Cork, Rubber or Paper

Used extensively by Manufacturers of
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FOR

Shoes, Gloves, Saddlery
Upholstering
Bags and Suit Cases
Bookbinding
Fancy and Novelty Goods
Skivers
Embossed Leathers
Etc., Etc.

Edwards & Edwards Limited

Head Office and Sale Rooms: 27 Front E. Toronto
Tanneries: Woodbridge, Ont.

Quebec and Maritime Provinces Represented by
JOHN McENTYRE LTD. 28 St. Alexander St. MONTREAL, QUE.

SHOE RETAILERS

Does your business need a spring tonic?
If so, why not consult the only practical shoe doctor in Canada One with
"A lifelong experience in the footwear business."
The doctor who prescribes "Less Stock and More Business."
A prescription that if taken according to the doctor's orders has never been known to fail.
A merchant that has more shoes on the shelves than his business requires never had a better opportunity to take this prescription than NOW!
Consult, Confidentially,

A. C. CLARK

Canada's only Footwear Sale Specialist. P. O. Box 634, Toronto, Ont.

References from hundreds of shoe merchants throughout Canada, also from Bankers, Jobbers, and Manufacturers.

Le Problème de l'Achat dans les Conditions Actuelles

L'Une des questions les plus difficiles qui se posent au détaillant. — Expérience et doigté indispensables. — Complexité du problème. — Gros risques encourus.— Le Soulier à brides toujours en vogue.

Par J. T. LEMIRE

Le problème de l'achat est peut-être un des plus difficiles et des plus complexes de tous ceux auxquels le détaillant de chaussures ait à faire face. Il exige de la part du propriétaire du magasin non seulement une expérience approfondie de sa ligne de commerce, mais encore un doigté particulier basé sur la parfaite connaissance des besoins de sa clientèle. Car, il est hors de doute que les achats varient, tant au point de vue du genre, de la qualité que de la quantité, suivant les exigences de chaque magasin. Il est donc fort difficile, pour ne pas dire impossible, de tracer une ligne de conduite immuable pouvant s'appliquer à tous les détaillants indistinctement.

Problème délicat à résoudre.

C'est là un des nombreux points délicats qu'à à résoudre le détaillant. Aussi est-il fort regrettable de voir fréquemment de nos jours des hommes n'ayant aucune expérience dans le commerce de chaussures ouvrir des magasins de détail qui sont invariablement voués à un insuccès plus ou moins éloigné. Bien des gens, en effet, s'illusionnent sur la simplicité apparente de notre métier. Lorsqu'ils voient le détaillant dans son magasin, ils admirent la facilité avec laquelle il sert sa clientèle, mais ils ne se doutent pas de la somme de pratique et d'expérience qu'il a dû acquérir pour s'acquitter de sa tâche avec une telle aisance et une telle sûreté de main. Beaucoup se laissent tenter par l'apparence séduisante du magasin de chaussures où toute la marchandise est rangée dans un ordre si harmonieux, où la manutention est facile et propre, et à leurs yeux, la capacité du détaillant se résume à sortir une paire de chaussures d'un carton pour en chausser son client.

Facilité apparente.

Rien ne semble plus facile, et cependant combien en est-il qui trouvent la tâche ardue lorsqu'ils se voient obligés de l'accomplir eux-mêmes. Il en est même qui, se rendant compte qu'ils ont besoin d'un peu de pratique, cherchent à faire leur apprentissage en offrant gratuitement leurs services dans un magasin quelconque pendant un certain temps. Avec le léger bagage de connaissances qu'ils ont acquis pendant ces quelques mois, ils se croient en mesure de satisfaire la clientèle; mais les pauvres gens ne réalisent pas que le peu qu'ils ont appris est juste suffisant pour leur faire apprécier qu'ils ne savent encore rien du métier. Je puis en parler en toute connaissance de cause ayant moi-même trente-deux années de pratique dans le commerce de la chaussure, dont une douzaine d'années passées comme voyageur. Comme détaillant, je puis également dire que je compte parmi les vétérans, puisque j'ai débuté aux Etats-Unis, où j'ai ouvert comme gérant à Manchester un magasin de détail sous le nom de "Eagle Shoe Store" que j'ai dirigé pendant quatorze ans; et depuis mon retour au Canada, j'ai fondé, il y a neuf ans, mon établissement actuel dans le même local que j'occupe encore aujourd'hui sur la rue Ste-Catherine Est, la grande artère commerciale de Montréal.

L'Achat est le point sensible.

Toutefois, la principale cause de l'insuccès de ces gens inexpérimentés dont je parlais précédemment ne réside pas encore tant dans la vente que dans la question des achats. Pour faire réellement ce qu'on peut appeler un bon vendeur, il est indispensable de posséder des qualités innées qui ne s'acquièrent pas et que l'on peut simplement développer par la pratique.

Longue expérience nécessaire.

Pour l'achat, au contraire, seule une longue expérience peut vous mettre à même de vous en acquitter sans trop de déboires. Et encore, malgré toute sa pratique, faut-il bien souvent faire la part des choses et subir, bien malgré soi, les contretemps occasionnés par les circonstances et que la plus grande circonspection est incapable de prévoir.

Complexité du problème.

Comme je le disais au début de cet article, le problème de l'achat est complexe et varie pour ainsi dire avec chaque cas particulier. Tel magasin qui tiendra la chaussure classique

J. T. Lemire

n'aura, à proprement parler, aucune difficulté à renouveler son stock, son débit se trouvant être à peu près le même d'une année à l'autre et le genre d'articles qu'il tient ne subissant que de rares variations de style.

Le commerce des chaussures de fantaisie.

Tout autre est le cas du détaillant qui s'adresse à une clientèle plus choisie pour laquelle il faut des marchandises élégantes et de haute fantaisie. A ce sujet, permettez-moi de faire remarquer que, fort souvent, les détaillants vendant des articles de luxe sont en butte aux critiques de leurs confrères des quartiers populeux qui seraient tentés d'adjoindre à leurs lignes courantes quelques modèles de fantaisie. Lorsque nous leur conseillons d'abandonner cette pratique, ils s'imaginent que nous les jalousons. Loin de nous cette pensée. Si nous leur donnons ce sage conseil, c'est autant dans leur propre intérêt que dans celui du commerce en général. Qu'arrive-t-il, en effet, la plupart du temps? Ils parviennent bien à placer un jour ou l'autre

quelques paires de ces chaussures de prix relativement élevé, mais quant à celles qui leur restent, ils sont obligés, pour s'en débarrasser, de les vendre avec un rabais considérable, et comme ils n'en ont acheté qu'une petite quantité, la différence ne pouvant se répartir sur un certain nombre de ventes se trouve à constituer pour eux une perte appréciable.

Gros risques encourus.

Il ne faut pas se dissimuler que le commerce de chaussures de fantaisie comporte de gros risques. C'est le détaillant en somme qui lance la mode et qui en supporte toutes les graves conséquences. Ses achats sont donc basés en grande partie sur son bon jugement qui seul lui permet de prévoir ce qu'il y a lieu d'offrir à sa clientèle. A chaque saison, il est obligé d'établir bien à l'avance ses prévisions et de faire rentrer en temps voulu le stock qu'il juge devoir lui être nécessaire. Dans mon cas particulier, par exemple, la question se complique du fait que mes modèles étant exclusifs, je suis obligé de les faire fabriquer spécialement et d'en commander une quantité minima de chacun d'eux. Et si, par hasard, au cours d'une saison, un modèle venait à s'épuiser, je me verrais dans l'impossibilité de le continuer, car avant que je puisse en obtenir de la manufacture, la saison serait certainement terminée.

La vogue du soulier à brides.

Le soulier à brides, dont la vogue se continue cet hiver, au point d'avoir fait un tort considérable à la bottine haute, semble devoir être encore en faveur cette année. Néanmoins la tendance parait revenir vers des genres plus sobres et il serait prudent, à mon humble avis, de mettre en stock des souliers à brides de forme française, c'est-à-dire semi-pointue, avec talons Louis XV recouverts. D'un autre côté la clientèle devenant de jour en jour plus exigeante et voulant obtenir plus de valeur pour son argent, les articles de haute fantaisie, tels que les souliers perlés et autres vont être de moins en moins demandés. Il serait donc bon de s'en tenir aux genres unis et aux formes mediums et de ne pas trop acheter de formes extravagantes dans le genre des brogues ou articles à perforage compliqué, pas plus que de talons sortant de l'ordinaire En ce qui concerne les talons, la demande continue à être également partagée entre le talon haut et le talon bas

La bottine haute.

Quant à ce qui est de la saison d'automne, bien qu'il soit difficile de prévoir, dès à présent, ce qui sera en faveur à cette époque, il y a tout lieu de croire que c'est encore le soulier à brides qui aura la préférence, bien entendu toujours dans les styles unis. Il est cependant probable qu'on verra revenir avec la mauvaise saison un peu plus de bottines hautes que cette année. Une certaine classe de clientèle, qui s'est laissé entraîner cette année par les caprices de la mode pour adopter le soulier bas pendant les temps froids et humides, commence à le regretter par suite des effets néfastes qu'occasionne en certain cas sur la santé cette véritable anomalie. Il est donc tout probable que ce genre de clientèle, sacrifiant au bon sens les exigences de la mode, se trouvera bien mieux disposée cette année à reprendre la bottine haute. Il y aurait donc lieu de prendre ses précautions à ce sujet et de compléter son stock de bottines hautes en vue de l'arrière-saison. D'ailleurs ce genre d'articles ne peut jamais être complètement négligé et doit toujours être tenu en magasin, quand même ce ne serait qu'en faible quantité, pour pouvoir répondre aux demandes qui ne manquent jamais d'être faites d'une façon presque régulière.

La vente des bas.

Il est toutefois bon de noter en passant que cette mode des souliers bas a été, au point de vue du détaillant de chaussures, un excellent facteur pour la vente des bas de fantaisie. Cette année encore on prévoit un bon écoulement de ce genre d'article, principalement en bas perlé, dans toutes les couleurs en vogue.

Pour l'été, le blanc si pratique, en canevas pour le sport ou en daim pour la marche, est toujours fort en honneur. Nous aurons donc le plaisir de retrouver cette année les chaussures blanches sous toutes leurs formes.

Conditions du marché.

Quant aux conditions du marché, qu'on me permette d'affirmer qu'elles se présentent sous les plus heureux auspices. Si l'année dernière n'a pas été fort brillante, bien que quelques commerçants n'aient guère eu à s'en plaindre, ayant réalisé leur chiffre d'affaires normal malgré la baisse des prix, on peut en attribuer la cause à plusieurs raisons. Tout d'abord, tout comme les autres, nous avons eu à subir les effets d'une dépression universelle du commerce en général. Puis, nous avons eu, outre le renouvellement de notre représentation municipale, l'avantage d'une élection fédérale, et chacun sait que cet événement entraine toujours un ralentissement dans les affaires. Aujourd'hui que nos nouveaux gouvernants vont prendre en main les rênes du pouvoir, on peut s'attendre à un changement presqu'inévitable, et au point où en étaient les choses, tout porte à croire que ce changement ne sera pas en pire.

Sentiment d'optimisme.

La situation actuelle n'est peut-être pas des plus florissantes; elle est néanmoins prévue jusqu'à un certain point à cette époque de l'année, comme contre-coup normal après l'activité inusitée du temps des fêtes. Le chômage, dont on semble faire tant état en ce moment, est-il en somme beaucoup plus considérable que les années précédentes? ou est-ce le bruit que l'on fait autour de lui qui lui donne tant d'importance? Quoi qu'il en soit, je suis persuadé que les conditions vont aller en s'améliorant graduellement et que dès les premiers beaux jours l'activité va reprendre plus forte que jamais dans tous les corps de métier, donnant ainsi un nouvel essor au commerce. Le port va rouvrir et les travaux de construction prévus en grand nombre vont employer suffisamment de main d'œuvre. Et, comme dit le fameux dicton "Quand le bâtiment va, tout va." C'est donc avec le plus grand sentiment d'optimisme que j'envisage l'avenir et c'est avec un front serein que je vois se dérouler les premiers mois de cette année 1922 qui, à mon humble opinion, promet d'être une des plus prospères que nous ayons encore vues.

La Chaussure encore à l'Honneur

Aux récentes élections de la Chambre de Commerce du District de Montréal, M. Alfred Lambert, le manufacturier et jobber de chaussures bien connu, a de nouveau été choisi comme président pour le prochain terme.

M. Alfred Lambert, malgré les nombreuses occupations de son commerce, a toujours eu à cœur de s'intéresser d'une façon fort active aux travaux de la Chambre de Commerce et sa réélection au fauteuil présidentiel est la digne récompense du zèle inlassable dont il n'a cessé de faire preuve en faveur de cette importante institution.

L'honneur qui lui est dévolu rejaillit sur l'industrie de la chaussure tout entière, que son importance parmi les industries de Montréal comme de toute la Province de Québec semblait d'ailleurs tout désigner pour voir un de ses membres les plus influents présider aux destinées de la Chambre de Commerce du District de Montréal.

L'économie réelle en publicité est basée sur le même secret que l'économie réelle dans le commerce de chaussure. Elle consiste à employer ce qu'il y a **de mieux**. Vous n'achetez pas une paire de chaussures sur leur bon aspect ou sur la bonne apparence du vendeur; vous les achetez pour la valeur que vous leur connaissez et pour ce que vous savez du nom du fabricant. "FOOTWEAR-IN-CANADA" a fait ses preuves comme medium de publicité dans l'industrie de la chaussure. Il est publié par Hugh C. MacLean Publications, Limited. (Edifice du Board of Trade, Montreal) un nom qui parle par lui-même.

La Situation du Commerce de la Chaussure en Détail à Québec

Un coup d'oeil sur les raisons de la crise des dernières années. — L'explication au point de vue du détaillant des causes du malaise.— Surplus de stock.— Le goût du luxe.

Par EMILE LAROCHELLE, du Magasin "Au Quinez" Enr.

On me demande de donner mon opinion sur l'état actuel du commerce de détail de la chaussure dans notre vieille cité de Champlain. A vrai dire, je ne me suis jamais trouvé aussi embarrassé pour extraire mon opinion de tout un régiment d'idées qui nous arrivent en réponse à l'état de choses dans lequel se débat actuellement le commerce de détail de la chaussure.

De plus, l'on pourrait difficilement parler des causes de la crise sans déplaire, du moins légèrement, à ceux que nous accuserions d'être la cause directe ou indirecte des pertes, très lourdes dans certains cas, qu'ont à subir les détaillants.

Mais je dois mettre de côté ces considérations et, pour répondre à la demande qui m'est faite, je me permettrai de déterminer quelques causes qui, à mon humble avis, ont le plus gravement atteint notre commerce.

I.—LE SURPLUS DE STOCK

Le surplus de stock en magasin est certainement la première des causes qu'il faut énumérer ici. Plusieurs, pour ne pas dire tous les marchands, se sont trouvés il y a déjà plus d'un an avec un stock considérable sur les bras, en présence de la baisse que personne ne prévoyait être aussi près de nous. Le coût élevé des marchandises contribuait certainement à faire voir ce stock encore plus fort qu'il n'était en réalité; mais il n'en était pas moins vrai que le surplus existait partout.

Le principal facteur de ce surplus avait été sans aucun doute le mauvais service que les manufacturiers nous avaient donné. Nous avions placé des commandes chez eux et nous recevions les marchandises quand il n'était plus temps de les vendre. On me répondra avec toutes les grandes raisons du temps de la guerre: rareté du matériel et de la main d'œuvre, grève des employés, conscription, etc... Je dirai que toutes ces raisons nous excusent plutôt d'avoir accepté la livraison de ces lots en retard, dans la crainte où nous étions de recevoir celles de la saison prochaine seulement l'année suivante. Mais il n'en reste pas moins vrai que les manufacturiers acceptaient des commandes en nombre trois fois plus considérable que ne le permettait la capicité de production de leurs ateliers.

Changement de style.

Pendant ce temps-là, nous attendions, les styles changeaient et loraque la marchandise nous arrivait, elle était difficile à vendre, tant à cause de la mode déjà à demi passée que par suite du prix si élevé qu'il fallait demander. Que l'on ajoute à cela le manque d'honnêteté de certains manufacturiers, qui se laissaient arracher par des marchands moins scrupuleux que les autres, des marchandises manufacturées pour des gens plus honnêtes qui attendaient patiemment pendant les plus beaux jours du commerce cette subvention indispensable qu'on leur promettait de semaine en semaine.

Nous, marchands de la ville de Québec, nous avons eu à souffrir de cela plus peut-être que ceux de toute autre ville, par le fait que nous plaçons la majorité de nos commandes dans les articles "fantaisie" à Montréal, Toronto et ailleurs. Certains détaillants de ces villes en savent quelque chose. On me répondra que nous faisions la même chose à Québec; mais il est facile de comprendre que nous n'avions pas cet avantage, quand on sait que la grande majorité des manufacturiers de notre ville travaillent à la caisse pour les "jobbers" seulement, et ne sollicitent ainsi que très rarement les commandes des magasins de détail.

C'est ainsi que nous avons été trompés par les fournisseurs que nous avions le plus encouragés jusque-là et qui auraient dû, dans les circonstances, nous aider plutôt que de nous faire ainsi défaut. Il me ferait plaisir de jeter ici l'anathème à certains manufacturiers qui se sont alors lancés dans un commerce local effrené, oubliant ainsi leurs anciens clients. Mais, messieurs les voyageurs, leurs représentants, simulaient un si profond repentir quand ils venaient nous revoir que nous nous laissions prendre au piège de nouveau. Voilà pouquoi je viens dire à ces messieurs aujourd'hui qu'ils sont la cause principale du surplus de stock dans nos magasins, et par là même la cause de l'insuccès des dernières années, du commerce de détail de la chaussure. Je dis "insuccès" car tout marchand qui, se trouvant avec un tel stock trop élevé, a voulu faire un inventaire sérieux au prix actuel du marché, a vu s'engloutir en un moment les bénéfices qu'il avait pu réaliser depuis quelques années.

Emile Larochelle

II.—LE GOUT DU LUXE.

Une deuxième cause de cet état de chose est ce que j'appellerai "le goût du luxe" causé par les hauts salaires. Les durs temps de la guerre, comme on était convenu de les appeler, ont amené dans une certaine classe, pour ne pas dire dans plusieurs classes de notre société, une abondance momentanée de revenus et par là une disposition inaccoutumée à faire du luxe.

C'est alors que tel marchand habitué à faire un commerce régulier de marchandises de style et de qualité plutôt moyens, s'est vu assailli de demandes pour des chaussures de luxe, et s'est cru par là obligé d'en acheter. Ignorant combien la folie des nouveaux parvenus (je devrais dire des nouvelles parvenues) était insatiable, il s'efforçait de répondre à leurs désirs, pendant que celles-ci semblaient s'évertuer à demander quelque chose que le pauvre diable de marchand avait dans sa vitrine, mais d'une autre couleur et sur une autre forme. Il s'en suivit une augmentation du nombre de lignes dans beaucoup de magasins et l'on put voir dans certaines vitrines les escarpins brochés et les

souliers en drap d'or figurer à côté des bottines de travail. De plus, ces marchands vendant ces lignes à très petit bénéfice, nuisaient à ceux qui avaient fait ce commerce régulièrement et accumulaient un lot de balances de lignes très coûteuses qui ont vite fait de perdre toute valeur.

On pourrait ajouter l'insanité des jupes devenues tellement courtes qu'on ne peut plus faire de bottines qui puissent les atteindre. Mort aux bottines à tige haute, et place aux souliers lacés! Mais c'est là un tour de Dame "La Mode". Ce n'est pas le premier qu'elle nous joue depuis quelques années.

Le champ de la discussion est, comme je le disais tout à l'heure, très vaste en cette matière et l'on pourrait énumérer nombre d'autres raisons qui ont nui à notre commerce; mais je m'arrête ici, laissant à d'autres le soin de continuer cette énumération Puisse ce petit exposé être utile à mes confrères dans la lutte que nous sommes obligés de tenir toujours ardente pour la conservation d'un commerce auquel notre existence est si intimement liée.

La Vitrine d'un Magasin de Chaussures

La manière la plus certaine de faire un succès de ses vitrines, c'est de toujours penser qu'elles sont les yeux de votre magasin.

Par A. A. DAOUST, de la maison Daoust & Vigneault.

La vitrine est malheureusement, dans presque tous les cas, négligée, car l'on semble toujours prendre le temps pour faire autre chose plutôt que de s'occuper de la chose la plus importante dans un magasin qui veut devancer son voisin. On ne peut jamais trop prendre de temps ou d'attention pour ses vitrines, car une vitrine bien faite ou proprement tenue attire l'attention et invite le client à entrer; une vitrine faite sans attention ou qui n'est pas tenue propre laisse supposer de la négligence; un homme qui a des vitrines laissant à désirer est censé avoir des méthodes

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peu ordonnées. L'habit, vous dira-t-on, ne fait pas l'homme. C'est vrai, cependant l'homme propre, ayant une toilette soignée, fait certainement une meilleure impression sur sa clientèle que l'homme qui ne tient pas à ce que ses vêtements soient pressés et que son faux col soit net. La vitrine est encore plus importante car tout le monde la voit et c'est un fait reconnu qu'une marchandise bien exposée est à moitié vendue.

Un peu d'effort suffit pour réussir.

Un marchand, en lisant cet article, vous dira probablement qu'il n'a pas l'habileté voulue pour faire ses étalages. C'est peut-être possible, mais un petit effort peut produire des résultats au-dessus de ses espérances. Ce qui serait encore préférable, ce serait que le marchand tâche de donner à un commis tout le temps nécessaire pour cultiver le goût pour la vitrine. Cela paiera toujours un marchand de s'occuper lui-même du magasin et de la clientèle pendant que son employé travaille dans ses vitrines; seulement il ne faut pas s'attendre à avoir des résultats sans efforts ni sacrifices.

Trois règles importantes.

Trois règles sont très importantes à suivre pour faire un succès de ses vitrines. 1.—Porter attention aux moindres détails, voir à ce que les chaussures soient mises sur formes et paraissent avec autant d'avantages que possible; voir à ce qu'elles soient sans poussière et disposées de façon à être vues d'une manière avantageuse. 2.—Voir à ce que la vitrine soit parfaitement nette jusqu'au moindre détail, le fond parfaitement propre et les vitres claires de même que tous les accessoires d'étalage dont on se sert pour montrer les chaussures. 3.—Les vitrines doivent être disposées de différentes manières, de façon à ce qu'elles ne paraissent pas trop ordinaires; il faut éviter une boiserie trop unie ou autre chose trop ordinaire; un peu d'étude en suivant les journaux de chaussures, dans lesquels l'on publie aujourd'hui toutes sortes d'idées pour améliorer les fonds de vitrine sans être obligé de faire de grandes dépenses, peut donner à celui qui veut s'en donner la peine à peu près toutes les suggestions qu'il peut désirer pour faire des vitrines qui donneront de bons résultats.

Une nécessité absolue.

La vitrine, dans un magasin de nos jours, est la chose la plus importante et devrait être utilisée dans toute sa valeur; les résultats obtenus surprendront les plus difficiles à convaincre.

L'on pourrait continuer à parler de la valeur de la vitrine indéfiniment. Qu'il nous suffise de dire que c'est devenu une nécessité absolue de nos jours d'avoir quelque chose qui, soit dans la disposition des marchandises, soit par la netteté, attire l'attention; il faut absolument s'efforcer de produire quelque chose d'un peu différent pour que l'on remarque que vous êtes un marchand un peu différent des autres. C'est cela qui amène la clientèle. Faites-en l'essai et constatez les résultats.

Rien d'étonnant à ce que les temps durs actuels paraissent aussi durs lorsque l'ouverture des courses de Dorval approche.

Vous pouvez toujours reconnaître une concurrence peu scrupuleuse à la façon légère dont elle se permet de faire de mauvais rapports aux dépens d'un concurrent. Mettez-vous au-dessus de cette façon de faire — dans le commerce de chaussures, comme nous devons le faire dans notre commerce d'édition. Donnez à l'homme peu scrupuleux assez de corde et à la longue il finira par se pendre, lui et toute sa famille.

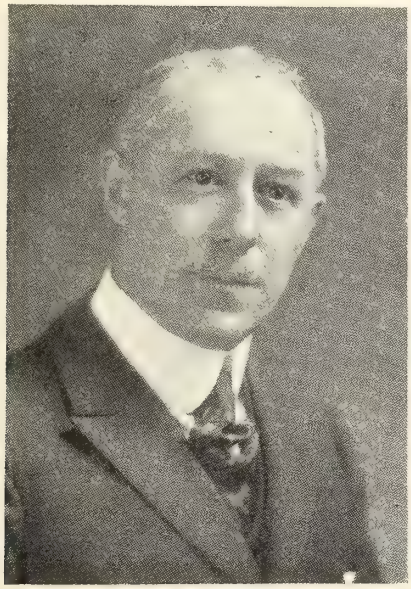
C.A. Davies Président et Gérant Général de la Davies Footwear Company, Limited, de Toronto, est rentré récemment dans la Cité-Reine après un long voyage dans l'est du Canada. M. Davies a visité tous les grands centres industriels jusqu'à la côte de l'Océan.

Comment obtenir la Coopération du Personnel des Ventes

Par C. R. LASALLE

L'un des plus grands problèmes du temps est de fonder une base solide de coopération entre les membres d'une même organisation.

Tout homme d'affaires bien pensant reconnaîtra le fait que, tout capable qu'il soit, il ne peut obtenir de succès, sans le



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concours sincère et loyal de ses employés. Il est donc évident qu'il doit tout d'abord posséder leur estime, en les traitant lui-même avec respect, courtoisie et justice. Il doit s'efforcer également de faire régner un esprit sympathique parmi le personnel, car toute friction serait au détriment de la coopération.

Le succès en affaires.

Il est reconnu que le succès en affaires dépend largement de la coopération entre patrons et employés. Le moyen d'y parvenir, est de réunir le personnel en assemblée, chaque mois, afin d'y discuter les problèmes qui surgissent au sujet de clients difficiles, de plaintes, de la qualité de la marchandise, de la mode, et de toutes autres choses qui surviennent à l'attention du vendeur pendant une journée de travail.

Assemblées mensuelles.

Durant ces assemblées tous doivent être invités à faire des suggestions pouvant améliorer le commerce ou l'administration de la Maison, portant sur la marchandise, l'annonce, les différentes tactiques à employer pour la vente, etc. Si, par exemple, une suggestion de la part d'un certain employé n'est pas pratique, il lui est expliqué pourquoi, et ces remarques lui seront utiles pour baser ses prochaines suggestions.

Récompense à accorder.

Ne serait-il pas de bon augure d'accorder une récompense quelconque pour une suggestion qui porterait fruit ou qui serait acceptée? ce serait, pour la Maison, bénéficier d'une source intellectuelle considérable, tout en développant l'esprit d'initiative d'un chacun à son profit respectif.

En la considérant sur tous ses points, l'assemblée régulière de chaque mois serait certainement le plus puisant moyen de coopération; car chacun y puiserait des ressources pratiques. Sous des auspices cordiaux, de telles assemblées stimuleraient l'enthousiasme, que pourraient habilement seconder les patrons soucieux du bien-être de leurs employés, en les intéressant d'une manière rémunérative au progrès du commerce.

La coopération au point de vue de la vente.

Avant de terminer, je désire parler d'un point très important de coopération, celui de passer son client à un autre vendeur pour compléter la vente. Celui qui réalise, avant le client lui-même, qu'il ne peut intéresser l'acheteur pour une raison quelconque, est certainement un homme de tact et de valeur; car il est parfois nécessaire d'agir ainsi, deux ou trois fois, avant que le client capricieux ne trouve le vendeur qui lui plaît. Cela ne signifie pas, toutefois, que le dernier vendeur est plus compétent que le premier, mais simplement que le client préfère les manières de procéder du dernier. Cette tactique devrait être employée avant que tous les différents genres de marchandises aient été montrés; car le vendeur doit laisser assez de matériel pour que le confrère qui le suivra puisse terminer la vente.

Voilà réellement ce que des vendeurs expérimentés et intelligents peuvent faire en coopération pour satisfaire le clientèle et contribuer au progrès d'une maison d'affaires.

La Production de la Chaussure dans la Province de Québec

D'après le relevé du Bureau des Statistiques, la Province de Québec a fourni en 1920 plus de 65% de la production totale des chaussures dans tout le Dominion. La province compte 91 fabriques dont la capacité totale annuelle est estimée à 14¼ millions de paires.

Dans toutes les lignes de chaussures, la Province de Québec tient la première place au point de vue de la quantité produite. La production des trépointes atteint 4½ millions de paires ce qui équivaut presqu'au total de la production de toutes les autres provinces. Les McKays également dépassent 6½ millions de paires, chiffre de beaucoup plus élevé que le total pour le reste du Dominion.

Le capital investi dans la chaussure dans la Province de Québec atteint près de 19 millions de dollars, tandis que pour toutes les autres provinces réunies, il n'est que d'environ 13¾ millions. La valeur de la production de la province est estimée à plus de 40 millions de dollars, tandis que celle du reste du Canada est approximativement de 24 millions.

Montréal compte 20 fabriques produisant des chaussures d'hommes, 26 des chaussures de femmes et 37 des chaussures d'enfants. Sur ce nombre il y a 3 fabriques produisant exclusivement des chaussures d'hommes, 6 exclusivement des chaussures de femmes et 16 des chaussures d'enfants. Dix maisons fabriquent concurremment les trois genres de chaussures. Six fabriques locales se consacrent à la production des mocassins.

La cité de Québec ne possède que 8 fabriques de trépointes et 2 de turns, mais par contre 29 produisent des McKays, 15 usines produisent des chaussures vissées. Québec compte également 2 fabriques de larrigans, 2 de mocassins et shoepacks et une produisant des chaussures à semelle de caoutchouc.

Vous ne faites pas d'économie sur vos frais de publicité en employant un medium bon marché ou un espace bon marché.

Le commerçant routinier répugne à adopter des idées nouvelles. Il pense qu'il n'a rien à apprendre des journaux de commerce et il ne les lit pas. Il continue à conduire ses affaires par routine, sans jamais essayer de s'améliorer lui ou ses méthodes Il ne se rend pas compte que les temps changent et que la concurrence augmente.

Rares sont heureusement aujourd'hui les hommes d'affaires qui ont cette mentalité, car ce n'est certes pas le moyen d'arriver au succès.

Pour réussir, il faut de toute nécessité accomplir au moins quatre choses indispensables: Lire, Réfléchir, Projeter et Travailler.

Détaillants de Montréal! La Coopération, La Clef du Progrès

Les travaux de l'Organisation des Détaillants de chaussures méritent l'enthousiasme et l'appui de tout le commerce de chaussure de Montréal.

Par ALBERT LASALLE

Vous m'avez demandé de dire un mot sur " Le besoin d'une organisation de Détaillants à Montréal." Le sujet est très important, et je regrette que vous n'ayez pas invité une plume plus expérimentée que la mienne pour traiter la question convenablement.

Le besoin d'une organisation de Détaillants à Montréal n'est pas à discuter. Les services que notre association a rendus au commerce de la chaussure depuis sa fondation sont une preuve de sa nécessité; et il ne devrait pas y avoir dans toute la ville de marchand n'appartenant pas à l'association.

Avantages de Réunions Fréquentes.

Je crois qu'une foule de problèmes qui intéressent notre commerce seraient résolus avec avantage, si tous les intéressés

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étaient membres de l'association, et en même temps, si les membres se rencontraient plus souvent. Il ne devrait pas y avoir de temps mieux employé pour celui qui met toute son activité dans un commerce que de pouvoir discuter sur les réformes à apporter aux progrès et à l'avancement de ce commerce, et ceci à l'avantage de chacun.

Nous appartenons tous à des sociétés fraternelles ou à des clubs sociaux. Y a-t-il une seule organisation qui soit plus avantageuse pour notre avancement commercial qu'une telle association?

Succès Remportés par l'Association.

Sans faire son histoire depuis sa fondation, je ne mentionnerai que les succès obtenus lors de notre exposition de chaussures en juillet 1920, succès au dire des intéressés qui n'a été égalé nulle part, ni avant, ni après. Il va sans dire que le crédit n'en revient pas seulement à l'Association des marchands de Montréal, mais par son influence, elle a su intéresser et obtenir la coopération des grandes industries de chaussures du pays, et mettre à la tête de l'organisation de cette exposition les hommes les plus compétents.

Une autre question que tout marchand de chaussures avait hâte de voir solutionner était celle de la taxe de luxe qui a été abolie à l'avantage des Détaillants et à la satisfaction du consommateur.

Notre association a connu de beaux jours sous la présidence de MM. Watson, La Salle, Dussault, Gales, de Montigny, et le président actuel M. Adelstein; j'en passe qui ont aussi fait leur marque.

Questions pendantes.

Il y a encore plusieurs questions pendantes; par exemple: la vente en détail des maisons de gros aux communautés religieuses et autres, ce qui est au détriment de notre commerce et qui se fait couramment par certaines maisons; la concurrence déloyale de certains marchands; les escomptes donnés par certains manufacturiers de caoutchouc à certains marchands de détail, etc. Ces questions seraient vite réglées, et à notre avantage, si tous les marchands de chaussures de la ville étaient membres de notre association, et si chacun faisait sa petite part en assistant aux assemblées.

La clef de la situation.

Rappelons-nous que c'est le commerce de détail qui, en fin de compte, a la clef de la situation, vis-à-vis les maisons de gros et vis-à-vis les manufacturiers.

Inutile d'ajouter que les journaux qui se spécialisent dans l'intérêt du commerce de la chaussure nous sont tout dévoués. Au premier rang, votre journal toujours si intéressant. A ce propos, je suggérerais que vous continuiez à nous donner dans chaque édition des articles en français.

Je ne doute pas, qu'en ce faisant, vous ayez l'encouragement du commerce de chaussures de la Province de Québec.

Votre numéro de "Footwear in Canada" publié dans les deux langues sera reçu, n'en doutez pas, avec beaucoup de plaisir par vos nombreux lecteurs canadiens-français. C'est une preuve de considération qui sera très appréciée; et l'idée de demander à vos abonnés qui sont marchands de chaussures de bien vouloir collaborer à l'inauguration de ce numéro bilingue est très flatteuse pour nous.

J'espère que mes confrères Détaillants canadiens-français de la chaussure saisiront l'occasion qui leur est offerte si gracieusement par votre journal, d'émettre leurs idées sur la situation actuelle du commerce de la chaussure.

Le numéro de janvier du "Commercial" de Winnipeg (M. H. C. Sault, représentant à Montréal) contient beaucoup de choses intéressantes pour le commerce de la chaussure. Ce journal vient d'être considérablement agrandi et amélioré et sa publication mensuelle a été changée en publication bi-mensuelle. Dans le premier numéro de 1922, la section de la chaussure offre un grand intérêt pour cette industrie. A noter particulièrement un article descriptif du magasin Royal Shoe à Saskatoon, dont MM. C. D. Mitchner et J. M. McGeary sont les propriétaires conjoints. Le magasin Royal Shoe à été le premier magasin vendant exclusivement de la chaussure qui ait été établi à Saskatoon. Il a été conduit avec l'esprit le plus entreprenant. Sa devanture attrayante lui offre d'excellentes facilités pour l'étalage et la clientèle y reçoit le meilleur accueil. Les propriétaires de ce magasin déclarent que leurs vitrines constituent la meilleure publicité pour leur commerce et ils leur attribuent la responsabilité de leur gros chiffre de vente.

Le Développement de l'Industrie de la Chaussure dans la Province de Québec

Quelles sont les raisons qui ont fait que la Province de Québec a assumé une place aussi importante dans l'industrie de la chaussure au Canada? Les avis sont partagés là-dessus et certains vont même jusqu'à dire que c'est plutôt une question de chance. Peut-être trouve-t-on une explication assez simple si l'on considère la façon dont cette industrie s'est développée. La cité de Québec a été le premier centre de fabrication de la chaussure au Canada. Comme elle était au début la métropole du Canada, il était tout naturel qu'une industrie d'une importance aussi primordiale s'établit tout d'abord dans le centre le plus peuplé, pour simplifier le problème de la distribution comme celui de la main d'œuvre.

La question de main d'œuvre a été également un des principaux facteurs qui ont contribué à la fondation de cette industrie à Montréal, car les ouvriers de Québec ayant, à un moment donné, voulu exiger des conditions que les fabricants trouvaient exagérées, nombre de maisons décidèrent de venir établir leurs usines à Montréal, qui était le centre important le plus rapproché.

L'industrie de la chaussure, qui avait pris naissance à Québec et y avait pris des proportions considérables, trouva un champ fertile à Montréal où les conditiions favorables lui firent acquérir un développement phénoménal.

Il y a indubitablement certaines conditions indispensables à la création d'une industrie dans une place quelconque. La première est de trouver une main d'œuvre appropriée et c'est à Montréal et à Québec qu'on pouvait la trouver, car il n'y a aucun doute que le Canadien-Français a une aptitude spéciale pour la cordonnerie, de l'avis même de nombreux manufacturiers de langue anglaise.

Un autre facteur important du développement de l'industrie de la chaussure semble avoir été la facilité de se procurer les machines nécessaires, l'intallation à Montréal dans les premiers temps de l'usine de la Montreal Shoe Machinery Company a été sans doute, une des raisons qui ont contribué à la concentration de cette industrie dans cette localité.

L'évolution de l'industrie de la chaussure est intimement liée au développement de la mécanique et c'est avec une rapidité surprenante que les manufacturiers de chaussures de la province ont adopté les méthodes les plus modernes et établi des installations entièrement mécaniques.

Le progrès de la machinerie a été des plus favorables au développement de la chaussure à Québec et à Montréal. Aujourd'hui cette industrie est encore jeune dans la province, à une époque où il est bon d'être jeune. Les centres américains de la chaussure se sont, en effet, développés dans des conditions beaucoup moins favorables que les conditions actuelles. Les importations de chaussures au Canada sont maintenant quantité négligeable et les manufacturiers ont tout le champ libre. Comme notre population augmente rapidement, leur production et leur organisation vont en s'accroissant en proportion.

Le développement de la production et des méthodes mécaniques entraîne également une plus grande tendance vers la spécialisation. L'industrie de la province de Québec est déjà assez bien spécialisée. Le chiffre relativement faible de la population du Canada l'a empêchée de se spécialiser dans la même proportion qu'aux Etats-Unis, mais dans bien des cas le problème a été résolu avec succès.

Une des caractéristiques du développement de l'industrie dans ces dernières années a été de voir classer dans les articles courants des chaussures qui étaient autrefois considérées comme articles de luxe. Il y a sept ou huit ans par exemple, les brodequins étaient des articles courants et les trépointes des chaussures de luxe. Aujourd'hui les brodequins ne se rencontrent que fort rarement et les trépointes sont devenues des articles classiques. La production des chaussures à trépointe voit augmenter constamment sa proportion sur la quantité totale de chaussures manufacturées.

Le Calcul des Bénéfices

Par J. A. BRUNET

Le problème du calcul du bénéfice dans la plupart des magasins de détail offre plus ou moins de complexité. Il dépend en effet de la localité, des frais généraux, de l'importance du stock en main, et d'autres conditions qui varient énormément suivant les endroits.

Nous allons prendre le cas d'un détaillant s'adressant à une clientèle de classe moyenne, qui tient une ligne générale et ne vend strictement qu'au comptant.

D'après notre théorie, les articles bon marché, principalement les articles courants devraient être vendus avec une faible marge, disons 35% ou 40%, au-dessus du prix coûtant. En fait, les articles classiques de vente courante peuvent être plus profitables avec une marge de 35% que les lignes fines ou de fantaisie pour dames vendues sur une base de 60% à 70%.

Prenons par exemple une ligne de chaussures d'école pour filles ou garçons. Les formes et les modèles ne changent que

J. A. Brunet

rarement. Il n'y a jamais lieu d'en mettre une paire sur le comptoir des soldes. Il y a un pourcentage relativement faible de retours et il n'y a pas d'invendus. Ces chaussures se vendent à leur plein prix en toute saison, jusqu'à la dernière paire. Dans une soirée affairée d'un samedi, un vendeur peut vendre quatre à six paires de ces lignes pendant le temps qu'une cliente élégante passe à essayer de résoudre le problème de savoir quel genre de boucle elle aime le mieux.

Ce sont les invendus, la perte de bénéfice dans les ventes d'écoulement, le capital important immobilisé dans les lignes de fantaisie, ainsi que les frais du service à donner pour ces lignes qui obligent la plupart des détaillants à renouveler leurs traites. Tout le sujet est trop compliqué pour être traité à fond dans un article aussi bref, mais, à notre idée, une marge de 60% à 80% au-dessus du prix coûtant est indispensable pour le détaillant qui s'occupe des lignes de fantaisie et veut se tenir au courant des nouveautés.

Nous pouvons ajouter que nous pensons que, tout compte fait, il y a plus d'argent à faire pour le détaillant qui se spécialise dans les lignes courantes à prix populaire, qui tient des articles de confiance à écoulement rapide et qu'il peut vendre à prix rai-

sonnable. Ce détaillant, en d'autres termes, établit son commerce sur une fondation solide de service appréciable et de valeur réelle.

L'Unité est la Base du Développement National du Canada

Un aperçu canadien français des relations interprovinciales.

Par JOSEPH DAOUST. (Prés. Daoust Lalonde & Cie, Ltée.)

Dans l'opinion de plusieurs personnes, il y a une tendance à exagérer les différences de races au Canada et plusieurs considèrent Québec comme une province isolée du reste du Dominion par un obstacle de descendance étrangère. Ils appuyent avec emphase sur certains points de dissidence et semblent toujours chercher une note discordante. Ils ne perdent aucune occasion d'en parler et ils semblent mettre de côté la communauté des intérêts, l'identité des idées et l'unité qui doit exister dans le commerce et l'industrie afin de rendre le Canada un et indivisible.

Tous les Canadiens doivent travailler ensemble.

Dans cette union repose l'espoir de la grandeur du Canada. Tous les hommes bien pensants de chaque province doivent

Jos. Daoust

contribuer dans cette voie et s'ils veulent accomplir les destinées de la Province, Québec doit apporter sa quote-part ainsi qu'Ontario, les Provinces de l'Ouest et les Provinces Maritimes. Si nous travaillons tous pour le bien commun, l'avenir nous réserve un succès national au-delà de nos espérances; mais si nous essayons de vivre isolés, nous sommes condamnés à une honteuse et désastreuse défaite. Tous doivent être Canadiens avant tout et la question de race, de religion ou de langue ne devrait pas exister. Il est vrai que le Canadien-Français tout comme le Canadien de descendance anglaise veut conserver la langue de ses pères, ce qui, après tout, est naturel. Il parle la langue de ses ancêtres venant de la Bretagne et de la Normandie, lesquel sont émigré il y a des siècles; mais cette langue a été conservée dans toute sa pureté et le même accent se reconnait après plusieurs siècles. Ce n'est pas comme quelques-uns se l'imaginent une sorte de patois inintelligible ailleurs que dans la Province de Québec. Le soussigné lui-même est allé en France plusieurs fois et se trouve très à l'aise en parlant le français qui se parle dans la Province de Québec, et la seule différence qui existe est l'accent différent, de la même manière que l'anglais est parlé avec un accent différent par les Anglais, les Ecossais, les Irlandais et les Américains. A part cela, il y a quelques expressions locales; mais nous trouvons la même chose dans la langue anglaise.

La langue n'est pas nécessairement un obstacle à l'unité canadienne

Le Canadien-Français est fier des traditions de ses ancêtres qui ont découvert le Canada et ont défriché les forêts vierges. Il regarde sa langue comme un héritage trop sacré pour l'abandonner. Il n'a aucun préjugé contre la langue anglaise, car c'est un plaisir pour lui de converser en anglais et la facilité avec laquelle il parle cette dernière langue est souvent une surprise pour les visiteurs ou les touristes qui viennent dans cette province. Cela n'empêche pas qu'il ressent un véritable plaisir lorsqu'un Anglais lui parle en français.

Il n'y a pas de raison pour qu'il y ait des malentendus dans l'unité du Dominion, la grande majorité des Canadiens-Français parlent l'anglais et le français avec une égale facilité et le fait qu'ils sont maîtres dans les deux langues est considéré par eux comme un grand avantage au lieu d'un désavantage.

Je ne connais pas de race qui possède le monopole de la pureté ou de la vertu. Le peuple de la Province de Québec a la réputation d'être hospitalier, mais le soussigné reconnaît volontiers que les autres provinces sont aussi très hospitalières.

Cessons de chercher des différends.

En résumé, si nous cessions de chercher des différends, et reconnaissions le fait que nous sommes tous frères et héritiers d'un des plus grands et des plus libres pays du monde, ces distinctions imaginaires de certaines personnes qui essaient de diviser le Canada en deux, disparaîtraient entièrement. Je sais que je parle pour la majorité des Canadiens-Français quand je dis ceci. Il y a des extrémistes, il est vrai, dont la joie est de causer du trouble. Ils ne sont pas restreints à une province, en particulier, mais ils ne représentent pas l'esprit du peuple en général. Le peuple du Canada aujourd'hui est uni et animé du désir de coopérer dans le but de faire du Dominion une des plus grandes nations. Québec est désireux et impatient de faire sa part.

"L'Appel"

Ce numéro de la Province de Québec du "Footwear" est présenté au lecteur dans ce que nous pourrions appeler son costume original.

Notre couverture est une reproduction en couleurs du fameux tableau de Krieghoff "The Call". Nous y trouvons tout ce qui va au cœur de nos compatriotes du Québec: une vue du vieux Québec prise des hauteurs dominant le majestueux St-Laurent, avec le fleuve coulant à ses pieds; dans le fond les collines d'un bleu typique, le tout formant un cadre digne du chasseur Huron, dont la figure nous ramène aux temps les plus romantiques de notre histoire.

Plus on regarde ce tableau, plus l'on se sent impressionné surtout si l'on aime la Province de Québec — et il est difficile d'imaginer quelqu'un qui puisse ne pas aimer la Province de Québec.

Krieghoff, originaire de Saxe, était venu tout jeune en Amérique. Après avoir passé quelque temps aux Etats-Unis, et dans l'Ontario, il vint à Montréal et finit par se fixer à Québec. Grand admirateur du Canada en général et de Québec en particulier, il nous a laissé une série de magnifiques études des scènes de la vie du Canadien-Français, telle qu'elle était il y a trois quarts de siècle. Cette vie simple et patriarcale a aujourd'hui complètement disparu pour faire place à la vie fèvreuse moderne qui a contribué à placer Québec au premier rang aussi bien au point de vue industriel qu'au point de vue social.

Le Jobber est-il nécessaire? Son Rôle et sa Fonction dans le Commerce

La preuve de l'utilité de l'intermédiaire se trouve dans les services rendus.—Il remplit une fonction essentielle, que le détaillant serait autrement obligé d'accomplir lui-même.

Par George BROWN, de la maison Brown, Rochette, Ltée, Québec.

Les personnes chargées de diriger l'opinion commerciale se sont souvent demandé si le "jobber" ou l'intermédiaire entre le fabricant et le détaillant, n'était pas une entrave au développement du commerce et au rajustement du coût de la vie. C'est là une question sérieuse qui mérite quelques moments de réflexion.

Le sujet étant par trop vaste, je ne veux m'occuper ici que du "jobber" en chaussures. Ayant eu l'avantage de vivre à Québec pendant près d'un demi-siècle, j'ai pu suffisamment me mettre au courant de cette industrie. Québec est le berceau de la fabrication de la chaussure au Canada. Grâce à la bonne entente qui a toujours régné entre patrons et ouvriers, grâce aussi à l'habileté de ses cordonniers dont un grand nombre sont experts en la matière, Québec a fait de la chaussure l'une de ses principales industries. Des millions de piastres sont annuellement payées aux ouvriers et ouvrières qui trouvent ainsi le moyen de gagner honorablement leur vie et même d'acquérir une honnête aisance. Nous constatons avec bonheur qu'un grand nombre de nos manufacturiers d'aujourd'hui étaient, il y a quelques années à peine, de simples ouvriers. Et voilà pourquoi, pour nous, Québécois, la chaussure est une industrie nationale.

Le "jobber" indispensable.

Après ces quelques considérations, essayons de montrer que non seulement le "jobber" en chaussures est utile au commerce, mais qu'il est indispensable. Il l'est surtout dans les temps difficiles que nous traversons, temps où le détaillant doit veiller à conserver le moins de stock possible tout en gardant un bon assortiment, de manière à satisfaire sa clientèle sous tous les rapports.

Les adversaires des "agents intermédiaires" prétendent que ces derniers ne peuvent vendre à d'aussi bas prix que pourraient le faire les fabricants s'ils livraient directement leurs marchandises aux détaillants. On les a même traités d'"accapareurs."

L'assortiment exige de nombreux fournisseurs.

Pour répondre à cette objection, il faut d'abord faire remarquer que le coût d'un commis-voyageur est de $100.00 à $125.00 par semaine, tant pour son salaire que pour ses frais de voyage. Mais cet homme est le représentant direct des meilleurs fabricants de la région, disons de 25 à 30 maisons de commerce. La fabrication de chaussures est plus compliquée qu'on ne se l'imagine ordinairement; aussi chaque manufacturier se spécialise-t il dans certaines lignes; je ne connais personne, au Canada, qui produise tous les genres de chaussures. Ce fait explique le nombre de fournisseurs qu'il faut à un "jobber" pour avoir un assortiment assez complet, afin de satisfaire les exigences de ses clients.

Dépenses occasionnées par les voyageurs.

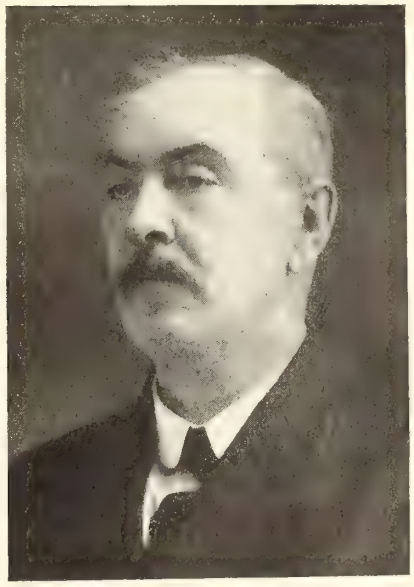
Supposez maintenant que chacune de ces maisons envoie son représentant, à travers le pays, offrir aux détaillants les quelques lignes qu'elle fabrique. Jugez des dépenses occasionnées par ces 30 commis-voyageurs. Et pourtant, un seul homme pourrait les remplacer: le "jobber" qui, en réalisant pour lui-même un profit raisonnable, peut laisser au consommateur la marchandise à de meilleures conditions que ne saurait le faire le manufacturier par l'entremise de ses "voyageurs."

Quelqu'un dira, peut-être: pourquoi le détaillant ne se rend-il pas chez le fabricant pour faire ses achats?

L'objection ne vaut guère mieux que la précédente. Serait-il bien pratique, en effet, pour un marchand de détail qui n'a besoin que de quelques paires de bottines, de perdre son temps à courir chez ses fournisseurs, de payer les frais d'hôtel, de transport, etc., quand il peut trouver à sa porte, chez le "jobber," tout ce qu'il lui faut? Et puis, peut-on raisonnablement supposer qu'un manufacturier pourrait vendre 15 ou 20 paires de chaussures aux conditions qu'il fait au "jobber," lequel en commande quelques milliers? Non, assurément.

Grande expérience nécessaire.

Ce commerce demande, chez le "jobber," beaucoup d'expérience et de connaissances variées. C'est lui qui doit prévoir la mode et la satisfaire, qui, par ses conseils, aidera le détaillant à faire de son rayon de chaussures un succès. C'est lui, en un



George Brown

mot, qui est l'intermédiaire nécessaire, et le plus économique, entre le fabricant et le marchand de détail. Le fait est que la plupart des manufacturiers ont recours à cet intermédiaire pour écouler leurs produits. C'est donc qu'ils y trouvent leur intérêt.

La vente directe n'est pas pratique,

Plusieurs ont essayé de traiter directement avec les marchands de détail. Presque tous ont regretté l'expérience: elle leur a coûté trop cher. Je n'en connais pas qui y ait obtenu des résultats satisfaisants.

J'arrête ici cette courte étude sur un sujet si vaste et si important. Et certes je me tiendrai pour bien récompensé si j'ai réussi à faire disparaître, chez quelques-uns de mes compatriotes, les préjugés sans fondement que l'on entretient contre les "jobbers."

M. C. S. Corson, Président de la Corson Shoe Manufacturing Company, de Toronto, vient de rentrer d'un long voyage à Vancouver. M. Corson avait en main une collection complète d'échantillons de sa maison et a visité toutes les villes et cités principales sur sa route.

Souvenirs d'un Pionnier de l'Industrie des Cuirs dans la Province de Québec

L'histoire du développement de l'industrie du tannage du chevreau glacé pour la chaussure au Canada.—Progrès étonnants réalisés.—La capacité de la première usine du genre, fondée il y a trente deux ans, est passée de 10 douzaines à 500 douzaines de peaux par jour.

Par PAUL GALIBERT

Les débuts de l'industrie du tannage du chevreau en Canada datent aujourd'hui d'une trentaine d'années. Le signataire de cet article a eu une occasion exceptionnelle d'en étudier le développement, car par chance, à moins que ce ne soit par fatalité, c'est lui qui a introduit cette industrie au pays. Vingt ans auparavant, Calixte Galibert, père du signataire, était arrivé au Canada, venant de France, où sa maison avait une réputation dans toute l'Europe pour la fabrication des cuirs. Les cuirs de Galibert étaient employés dans la fabrication des chaussures destinées à la noblesse et à la classe élégante. La célébrité de M. Galibert dans cet ordre d'idées était telle qu'en 1855 un prix d'honneur lui fut décerné par Napoléon Bonaparte.

Dans ce pays, cependant, il consacra ses efforts à la manufacture du veau ciré. A cette époque, les chevreaux fins étaient presque tous importés de France, comme d'ailleurs la plupart des chaussures fines en chevreau. Le procédé était cependant totalement différent de celui employé aujourd'hui et la qualité du produit était bien inférieure. C'était la mégisserie à l'alun qui était alors en usage. Bien que l'article fini fût de belle apparence et de bonne texture, il n'était pas capable de résister à l'humidité et lorsqu'il était porté par des temps de pluie, il en était sérieusement affecté.

Le tannage combinaison.

Une amélioration fut apportée à cela par le mélange de l'alun avec le gambier, sous le nom de tannage combinaison qui donnait un cuir de chevreau beaucoup plus serviable, mais ce ne fut qu'en 1880 que le procédé actuel fut découvert. L'inventeur, Paul T. Schultz qui, chose assez curieuse, n'était pas un chimiste spécialisé dans le cuir, mais un expert en photographie — en faisant des travaux de recherches, fit la découverte que le chrome, traité à l'hyposulfite de soude pour réduire l'acide chromique qui a pour effet d'oxyder les peaux, rendait insoluble le procédé de tannage, évitant ainsi le lavage des couleurs et produisant en même temps un fini beaucoup plus doux et aussi plus durable.

Ce fut vers l'année 1888 que cette nouvelle méthode de fabrication du cuir de chevreau fut introduite aux Etats-Unis et l'auteur, qui a toujours eu pour principe de se tenir très au courant des développements de l'industrie de l'autre côté de la frontière, se trouvait justement à cette époque en voyage d'affaires. Comme il visitait la maison Lucius Beebe & Sons, un des membres de la maison lui présenta un nouveau chevreau en lui demandant quelle en était, à son avis, la sorte de tannage. L'auteur jeta un coup d'œil sur la peau et déclara qu'elle était traitée à l'alun. On lui répondit qu'il se trompait et que c'était un procédé absolument nouveau qui, dans l'opinion de son interlocuteur, était destiné à remplacer toutes les autres méthodes alors en usage. Ce procédé avait été breveté aux Etats-Unis par Robert H. Foerderer, mais comme aucun brevet n'avait encore été demandé au Canada, l'auteur saisit immédiatement l'occasion d'introduire le nouveau procédé dans ce pays il y a juste trente deux ans.

Accueil peu encourageant.

Il n'est jamais facile de faire œuvre de pionnier. Une fois que l'on a tracé le sentier, les gens veulent bien vous en donner crédit, mais tant que vous êtes occupé à essayer de le faire, vous rencontrez toujours de l'opposition. Ce n'était naturellement pas chose facile que de placer sur le marché un produit qui était manufacturé pour la première fois au Canada. Il y avait à cette époque de grosses maisons d'importation, comme A. & E. Ames, N. S. Whitney, Cassils, Stimson & Whitehead, qui importaient de France du chevreau et d'autres cuirs. Lorsque l'auteur leur soumit son produit de fabrication canadienne, sa proposition ne fut pas bien accueillie. Les différentes maisons l'informèrent qu'elles préféraient importer des produits fabriqués par des maisons européennes dont la réputation était depuis longtemps établie et qu'il ferait mieux de porter ses peaux ailleurs.

La mise sur le marché.

Il ne fallait pourtant pas avoir le don prophétique pour prévoir que tôt ou tard le cuir de chevreau serait produit au Canada et l'auteur avait grande confiance de pouvoir mettre lui-même son produit sur le marché. En conséquence il s'adressa directement aux manufacturiers de chaussures et leur vendit en petites quantités. Comme de juste, ce n'est que modestement qu'il débuta avec une usine qui serait considérée comme presque microscopique comparée avec ce que nous avons actuellement. Il produisait alors une dizaine de douzaines de peaux par jour, mais comme le procédé était le bon et que l'auteur avait étudié lui-même tous les détails d'un bout à l'autre de l'affaire, qu'il travaillait à l'usine aussi bien qu'au bureau, il parvint à produire une qualité pour laquelle la demande s'accrut constamment, comme on peut en juger par le fait qu'aujourd'hui la capacité de l'usine est de près de 500 douzaines de peaux par jour. Naturellement, au début, le champ était très limité au Canada par le fait que les manufacturiers ne faisaient pour la plupart que des qualités de chaussures bon marché et que les usines étaient petites et arriérées dans leurs méthodes, comparativement au progrès d'aujourd'hui. En effet il y a trente-cinq ans, les fabriques canadiennes ne coupaient guère que du cuir fait avec la peau de vache tel que Buff and Pebble. Montréal possédait alors nombre de manufactures qui ont maintenant disparu, comme Z. Lapierre, Donovan & Williams, McMullarky & Co., James McCready, Robert McCready, Gabriel Rolland, Jas. Linton & Co. et autres. Elles étaient toutes situées dans le centre de la ville.

Montréal a progressé merveilleusement depuis lors, de même que le restant du Dominion. En même temps les méthodes de fabrication de la chaussure ont fait de rapides progrès qui ont naturellement fait augmenter la demande pour les qualités fines de cuir. Les gens ont également commencé à se rendre compte que les articles fabriqués au Canada peuvent être, et sont réellement, de qualité égale à ceux qui peuvent être obtenus des pays étrangers.

Les facteurs essentiels du progrès.

Le travail opiniâtre a été le secret de l'établissement des premières entreprises. Le travail opiniâtre et l'étude approfondie de chaque développement qui se produit dans l'industrie à laquelle nous sommes intéressés, sont les facteurs essentiels de notre progrès futur. Le commerce du cuir est aujourd'hui fermement établi dans la province de Québec, tout comme dans les autres parties du Canada, et son avenir est assuré tant que les têtes dirigeantes de l'industrie suivront le principe des méthodes

les plus modernes, de l'effort soutenu et de la haute qualité dans les marchandises qu'ils produisent.

Industrie modernisée.

Un point qu'il n'est peut-être pas sans intérêt de signaler, c'est qu'on peut dire que l'industrie du chevreau au Canada est aujourd'hui beaucoup plus moderne qu'elle ne l'est dans la vieille France, où elle a pris naissance. Dans le midi de la France, d'où l'auteur et son père ont émigré il y a une soixantaine d'années, on emploie encore les mêmes méthodes qui étaient alors en vogue, la mégisserie à l'alun qui a été abandonnée depuis longtemps dans ce pays. On trouve un marché pour ce genre de produit en Amérique latine et dans diverses contrées européennes, mais on ne peut le vendre aujourd'hui sur ce continent.

On peut donc dire que le Canada se tient au premier rang de cette industrie et qu'il est en mesure d'y conserver sa place.

L'Évolution de l'Industrie de la Chaussure au Canada

Influence de l'évolution sur le coût de fabrication.— Pourquoi le manufacturier ne peut produire aujourd'hui une chaussure au prix d'autrefois.

Par ALFRED MAROIS, Vice Président de A. E. MAROIS, Ltée. de Québec.

Vous me demandez de détailler les différentes phases de l'évolution de la chaussure au Canada. Le sujet en lui-même pourrait fournir matière à un volume; aussi, ne voulant pas abuser de la gracieuse hospitalité de votre journal, je me bornerai à étudier la question sous un de ses aspects les plus pratiques: l'influence de l'évolution des chaussures sur le coût de leur fabrication; en d'autres termes, pourquoi le manufacturier ne peut produire une chaussure au prix d'autrefois.

Il est admis que le public canadien réclame aujourd'hui presque exclusivement des chaussures d'une qualité supérieure et du dernier cri.

Les caprices de la mode et la qualité supérieure du produit tendent fatalement à diminuer la production et à hausser par cela même le coût de la fabrication.

I.—INFLUENCE DES MODES SUR LE PRIX DE REVIENT.

Considérons d'abord l'influence des modes sur le prix de revient, au cours des différentes étapes de la fabrication. Même le lecteur inexpérimenté en la matière pourra un peu se rendre compte du haut pourcentage additionnel qu'apporte ce facteur au coût de la production.

1.—Travail du bureau:

Une simple comparaison entre la quantité de modèles différents achetés aujourd'hui par les marchands de gros et ceux achetés en 1914 suffit à démontrer que ceux-là sont au moins cinq fois plus nombreux.

En outre d'un surcroît de correspondance causé par le manque de précision dans les détails des commandes reçues, d'une multiplication des entrées au livre d'ordres et aux autres registres, et de nombreuses additions aux originaux des coupons de paye des ouvriers, il en résulte la nécessité de quintupler le personnel du bureau commis à l'accusé de réception, la transcription et la préparation des commandes.

Disons, pour illustrer notre idée, que la mise en opération de 1,200 paires de chaussures d'un modèle identique ne nécessite guère plus de travail calligraphique du bureau que la mise en opération de 120 paires de ce même modèle.

La diversité des modèles diminuant en proportion la demande pour chacun, on peut donc dire sans aucune exagération que le travail du bureau a certainement triplé depuis 1914.

2.—Administration.

Si l'on considère l'administration générale et celle de chaque département, (Cutting, Fitting, Lasting, Making, etc.,) on peut leur appliquer exactement le même raisonnement. Plus s'accentue la diversité des modèles, plus les possibilités d'erreur sont grandes et plus le contrôle devient difficile. La nécessité s'impose donc d'avoir plus de surveillants; c'est là un item qui n'est pas à dédaigner dans le coût de la production!

Encore une fois, si nous nous reportons sept ans en arrière, nous voyons que l'administration a au moins doublé et même triplé dans certains cas. Disons en passant qu'on ne peut en toute justice attribuer cette augmentation à la seule diversité des lignes.

L'organisation ouvrière actuelle, en plaçant sur un pied d'égalité l'ouvrier consciencieux et le gâte-métier, tend graduellement à diminuer la production. Quel intérêt le bon employé a-t-il à donner toute la mesure de ses capacités? Pourquoi être abeille quand les frelons de la ruche ont part égale du butin?

Par esprit de fraternité, d'une fraternité de mauvais aloi puisqu'elle encourage l'incurie, l'ouvrier ne signale plus au contremaître les défectuosités causées par la négligence d'un opérateur précédent. De ce fait, les contremaîtres sont obligés de redoubler de surveillance.

Nous avons noté, d'autre part, que chaque augmentation de salaire accordée aux ouvriers travaillant aux pièces était marquée par une diminution de production équivalente.

3.—Rendement:

La nouveauté, que je qualifierai de plaie du jour, est ce qui contribue le plus à paralyser le rendement et à augmenter le coût de la production. Au moins 25% de l'eau est ainsi détournée du moulin.

Surtout au "Fitting Room," les changements se succèdent avec une telle rapidité qu'il devient pratiquement impossible d'obtenir un rendement maximum.

Il est évident que, lorsque survient une nouvelle opération, l'ouvrière ne peut donner au début la quantité d'ouvrage qu'elle fournira après un mois d'exercice; de plus, juste au moment où nous sommes en mesure de faire face à la difficulté, quelque autre nouveauté survient qui nous oblige à aller édifier plus loin, sur le sable mouvant des caprices de la mode, l'échafaudage d'une nouvelle organisation.

Souvent nous devons ajouter plusieurs machines, et tous les manufacturiers ayant besoin de ce supplément d'outillage en même temps, nous nous heurtons à l'impossibilité d'en obtenir avant un long délai.

Qui eût prédit la rage de perforations qui sévit l'an dernier? et que nous réserve la prochaine saison?

4.—Formes, emporte-pièces, patrons, etc.

Qui, hors un homme du métier, peut imaginer la dépense exorbitante occasionnée par le renouvellement des formes?

Il y a une décade, une forme pouvait servir trois ou quatre années consécutives; maintenant il nous faut chaque année et pour chaque style deux ou trois formes différentes.

Supposons une manufacture de chaussures à trépointe

Goodyear, au rendement journalier de 2,000 paires. Les chaussures doivent être laissées huit jours sur les formes; donc, nécessité de 16,000 paires de formes. Au prix moyen de $2.00 la paire, nous voyons que le coût annuel des formes s'élève à la jolie somme de $32,000.00, car, d'après les exigences de l'époque, à la fin de l'année, ces formes ne sont bonnes qu'à être jetées au feu.

Les emporte-pièces, embauchoirs, "followers," patrons d'empeignes, etc., subissent le même sort.

Autrefois, un contremaître du "Cutting Room" pouvait, en consacrant une heure de son travail hebdomadaire à faire des patrons, subvenir aux besoins d'une manufacture de moyenne capacité. Aujourd'hui cet ouvrage nécessite un spécialiste à l'année. Quelqu'un doit payer pour cela!

5.—Capital engagé: cuir à empeigne et fournitures.

La diversité des modèles amène une plus grande variété de fournitures et de cuir à empeigne. Forcément le manufacturier en doit maintenir un assortiment plus considérable, exposé aux fantaisies de la mode, et immobiliser ainsi une plus grande partie de son capital.

Les marchands de gros et de détail savent ce qu'il en coûte

Alfred Marois, B.Sc.A., C.E.

de garder une assez grande quantité de marchandises et de l'écouler quand elle est passée de mode.

6.—Marchandises retournées.

Chacun se plaît à dire que, depuis quelques années, la fabrication des chaussures au Canada a marché à grands pas dans la voie du progrès. Pourtant, jamais la proportion de marchandises retournées n'a été aussi considérable qu'à l'heure présente. Comment expliquer cet illogisme?

Sans doute faut-il admettre que le public est devenu plus difficile à satisfaire, mais, dans bien des cas, si le distributeur (jobber) ou le marchand de détail fait un examen de conscience, il constatera qu'il a été un peu enclin à abuser de sa position, et à attribuer à des défectuosités de construction l'indifférence que le public témoignait à un style démodé.

Quoi qu'il en soit, le manufacturier doit compter avec ces pertes, chose à laquelle il n'aurait jamais songé il y a quelques années.

II.—QUALITE SUPERIEURE.

Après avoir étudié l'influence des modes sur le prix de revient de la chaussure, examinons l'influence exercée sur ce même prix par la demande générale d'une marchandise de qualité supérieure.

Cent fois on nous a posé cette question: comment se fait-il que, malgré la baisse énorme dans la cote des peaux, les chaussures ne reviennent pas au prix d'avant-guerre?

Il suffit de comparer le produit que nous fabriquions autrefois avec celui qui sort actuellement de nos ateliers pour convaincre les plus sceptiques de l'évidente supériorité de la qualité de la chaussure que nous produisons aujourd'hui.

Le public qui, il y a quelques années, trouvait satisfaction dans une chaussure en vache, McKay, en exige maintenant une en veau, à trépointe Goodyear. Cette demande est devenue tellement générale, surtout pour les chaussures d'hommes, que plus de 50% des manufacturiers ont dû faire évoluer graduellement leur organisation vers la fabrication de la Goodyear.

L'usage de ce procédé, plus dispendieux que le système McKay, ajoute nécessairement au prix de la chaussure.

III.—RETARD DANS LE PLACEMENT DES COMMANDES.

Une autre cause de la hausse de ce prix est le mode actuel de placement des commandes. Quand les marchandises étaient ordonnées six mois à l'avance, le manufacturier, par la répartition de l'ouvrage d'après le rendement de chaque forme, évitait les accumulations au département du montage ou ailleurs et pouvait, par une organisation relativement facile, obtenir plus de stabilité dans la production journalière.

Cette méthode est rendue aujourd'hui impraticable par le fait que les commandes réclament presque toutes une livraison immédiate et portent généralement sur une seule ligne dont le marché semble être à court.

IV.—PREVISIONS.

J'ose espérer qu'après avoir passé cette époque de réaction nous verrons renaître des jours semblables à ceux du bon vieux temps où la stabilité des prix et les "staples" rendaient les affaires si plaisantes et si faciles pour tous.

La British Slipper Manufacturing Company, Limited, vient de se constituer récemment à Toronto, au capital de $40,000.

Ne vous croyez pas un "surhomme". Sachez que le travail régulièrement et intelligemment fait est plus appréciable que celui qui est exécuté par à-coup par des gens qui se croient des génies.

The H. W. Pearson Shoe Company, Limited, tel est le nom de la nouvelle maison de chaussures en gros dont le quartier général a été installé à Toronto, 20 rue Wellington Ouest. Le chef de la maison est M. H. W. Pearson, qui a été pendant de nombreuses années voyageur pour Ames Holden McCready et qui en dernier lieu gérait le bureau de cette maison à Toronto.

La maison Geo. A. Slater, Limited, fabricant des chaussures Invictus, a ouvert une salle d'échantillons dans le haut de la ville à la chambre 308 de l'édifice Lindsay, à Montréal. Cette nouvelle salle sera d'une grande commodité pour la clientèle, car la situation de l'édifice au coin des rues Ste-Catherine Ouest et Peel est pratique aussi bien pour les détaillants de la ville que pour ceux de l'extérieur.

Nous est-il permis de faire remarquer aux lecteurs du "Footwear" — plus particulièrement à ceux dont la langue maternelle est le français et qui peuvent ne pas posséder parfaitement la langue anglaise — que la circulation de ce numéro de février du "Footwear" — Notre numéro de la Province de Québec — est plus que double de celle de toutes les autres publications de cuir et chaussures de l'Amérique du Nord et qu'elle dépasse le total de la circulation payante de tous les journaux de l'industrie de la chaussure du monde entier!

Avantages de l'Organisation parmi les Surintendants et Contremaîtres

Importance des Surintendants et Contremaîtres.—But de l'Association.—Ses avantages et son utilité incontestable.—Etude des questions professionnelles.—Lieu de réunion.—Fonds de secours.—Service de placement.—Encouragement des Manufacturiers.

Par Geo. A. FORTIN, Président de l'Association des Surintendants et Contremaîtres de la Chaussure.

Les avantages d'une Organisation ou Association des S. & C. sont très nombreux et il suffit d'en énumérer quelques-uns pour faire reconnaître l'opportunité du mouvement qui s'est fait dans sens, surtout aux Etats-Unis où des organisations du même genre existent dans tous les grands centres manufacturiers.

Les S. & C. sont assez nombreux à Montréal et aux environs pour former un groupe à part et bénéficier des avantages réels que peut procurer à ses membres un Association forte et établie sur des bases solides.

Les S. & C. se recrutent en grande partie dans les rangs des ouvriers dont la compétence et l'application au travail les a fait remarquer par leurs patrons, qui leur confient l'administration des divers départements; et personne ne peut nier que, si l'industrie de la Chaussure a fait de si grands progrès dans ces dernières années, le mérite en revient à ces hommes dont l'esprit d'initiative leur a fait adapter à nos conditions locales, quelquefois très désavantageuses, les méthodes de confection perfectionnées et modernes, en vogue aux Etats-Unis.

But de l'Association.

Le but que se propose d'atteindre l'Association des S. & C. ne saurait être mieux défini qu'en citant mot à mot le préambule de la Constitution qui se lit comme suit:

" L'Association des Surintendants et Contremaîtres a été organisée dans le but de promouvoir les intérêts de l'Industrie de la Chaussure en Canada en améliorant les méthodes actuelles de confection et en assurant à ces méthodes une surveillance plus efficace."

" Pour arriver à son but, l'Association cherche à connaître, simplifier et perfectionner toutes les méthodes mécaniques ou scientifiques, du moment qu'elles s'appliquent à la confection de la chaussure. Elle cherche aussi à créer des conditions dans cette industrie qui permettront à ses membres d'obtenir une éducation technique."

" Cette Association a pour but d'aider ses membres à se procurer des positions avantageuses tout en donnant aux manufacturiers la certitude qu'ils peuvent trouver parmi ses membres des Surintendants et Contremaîtres de départements absolument compétents et dignes de confiance."

"L'Association a aussi le devoir d'assurer le bien-être de ses membres, tant au point de vue social qu'intellectuel et industriel, et de faire en sorte que les relations plus cordiales, basées sur la confiance mutuelle, existent entre employeurs et employés."

Tel est le but de l'Association des S. & C. et l'idée qui a présidé à sa fondation et qui lui servira toujours de règle de conduite.

Encouragement des Manufacturiers.

Dans les circonstances il n'est pas étonnant de voir que plusieurs manufacturiers bien pensants, suivant en cela l'exemple de leurs confrères des Etats-Unis, favorisent l'établissement de ces Associations, encouragent leurs employés à en faire partie, et contribuent même à leur maintien: réalisant que tout effort fait pour relever le moral de leur personnel et créer une classe de Surintendants et Contremaîtres réellement supérieurs ne peut qu'aider à la bonne administration de leurs capitaux placés dans cette industrie.

Avantages de l'Association.

Pour les Surintendants et Contremaîtres le premier avantage de l'Association est, en formant groupe, de les faire mieux se connaître et s'apprécier les uns les autres et même s'aider sans nuire en quoi que ce soit aux intérêts de leurs patrons.

La discussion, aux assemblées, des problèmes que chacun est appelé à résoudre est une école de renseignements très utiles et quelquefois nécessaires.

L'Association met à l'étude devant ses membres toutes les questions se rattachant à la confection de la chaussure et à l'administration des départements, dans le but de les renseigner et de leur rendre la tâche plus facile et prenant pour acquis qu'il n'y a pas de procédés secrets ailleurs que dans l'imagination de quelques-uns.

En favorisant, à ses assemblées, la discussion des affaires de l'Association ou de toute autre question d'intérêt particulier les

Geo. A. Fortin

membres acquièrent naturellement l'habitude de parler en public et d'exprimer leurs opinions d'une manière claire et précise, ce qui est d'une utilité incontestable à tout homme qui est appelé à conduire.

L'Association tient de plus, et ceci n'est qu'une question de quelques jours maintenant, à mettre à la disposition de ses membres un local convenablement aménagé à cette fin où tous ses membres pourront se réunir en tout temps pour se reposer des fatigues du travail et en même temps se récréer d'une manière intelligente et digne d'hommes sérieux.

Au moyen d'une légère contribution l'Association crée un fonds de secours pour venir en aide à ceux de ses membres qui pourraient en avoir besoin. En organisant de temps à autre des soirées récréatives ou instructives l'Association cherche à maintenir l'intérêt de tous ses membres en même temps qu'elle amasse des fonds pour lui permettre d'arriver à son but.

Les Surintendants et Contremaîtres trouvent aussi un avantage d'être mis au courant des positions vacantes dans les

divers établissements dont les patrons prennent l'habitude de s'adresser directement à l'Association pour se faire recommander des hommes compétents et dignes de confiance.

Utilité incontestable de l'Association.

Il est encore bien d'autres considérations qui suffiraient à faire reconnaître l'utilité de l'Association mais il serait trop long de les énumérer ici et les avantages plus haut cités doivent suffire pour convaincre tous les Surintendants et Contremaîtres qu'il est de leur intérêt d'appartenir à une organisation qui peut leur rendre de réels services en même temps qu'elle travaille à l'avancement de l'industrie de la Chaussure en général.

Avoir de mauvaises habitudes n'est pas fatal. Ce qui devient fatal, c'est de ne pas essayer de se débarrasser de ces habitudes.

Lorsqu'il vous arrive de prendre un repas tout seul, placez devant vous un journal de commerce et nourrissez votre esprit en même temps que votre corps.

Préoccupez-vous des erreurs que vous pouvez faire dans l'avenir plutôt que de vous soucier de celles que vous avez commises dans le passé. Vous pourrez peut-être ainsi en éviter quelques-unes.

Si quelques jeunes gens au magasin prenaient autant d'intérêt pour acquérir des connaissances dans les affaires, les méthodes commerciales et les articles qu'ils ont à vendre, qu'ils prennent d'intérêt au baseball ou à la boxe, il y aurait une amélioration notable dans la conduite de la plupart des maisons de commerce de n'importe quelle cité.

Une Innovation Populaire

Montréal, 1er février 1922.

A l'Editeur du "Footwear-in-Canada":

Cher monsieur,

Il me fait plaisir d'apprendre que "Footwear-in-Canada", publie un numéro bilingue et je ne doute pas que tous le intéressés y trouveront leur profit.

Nous commençons la nouvelle année avec un enthousiasme et un optimisme inébranlables. Les stocks de chaussures sont généralement bas, tant chez les grossistes que chez les détaillants, et tous s'attendent à ce que la saison de printemps soit très bonne.

Naturellement, la période de transition est assez longue, car s'il a été facile de s'habituer à vendre les chaussures aux prix qu'elles ont atteints ces dernières années, il a été plus difficile de revenir aux prix d'aujourd'hui.

Le commerce de la chaussure devient très difficile à cause des caprices actuels de la mode. C'est dire que seul, le détaillant, qui se tient au courant des changements continuels, peut lutter avantageusement. C'est justement ici que votre publication devient utile et que le besoin s'en fait sentir plus que jamais.

Votre nouvelle politique ne saurait que plaire aux marchands canadiens-français et vous attirer de nombreux nouveaux abonnés.

Avec mes meilleurs souhaits de succès, veuillez me croire.

Votre bien dévoué,
(signé) J. P. Quesnel.

Un Vétéran de la Chaussure représente Daoust Lalonde & Cie, Ltée

Monsieur J. Emile Lefebvre, l'actif voyageur en chaussures bien connu dans la clientèle, nous informe qu'il vient de quitter la maison Chouinard où il voyageait depuis trois ans, pour entrer au service de la maison Daoust, Lalonde & Cie Limitée qui lui confie le soin de couvrir tout le territoire de Montréal.

Monsieur J. E. Lefebvre est un vétéran de la chaussure et ses longues années de pratique lui ont acquis une grande expérience dans cette branche de commerce. Après avoir fait ses débuts à la Kingsbury Footwear, M. Lefebvre a, en effet, passé

J. E. Lefebvre

huit années comme voyageur de la maison James Robinson et trois autres années comme voyageur de la maison J. I. Chouinard. Dans les différents postes qu'il a occupés, il a su se faire estimer de ses patrons aussi bien que de ses clients et nous sommes persuadés que les nombreux amis qu'il a su se créer dans le commerce de la chaussure continueront à lui accorder leur confiance et à le favoriser de leurs ordres lorsqu'il viendra les solliciter pour la nouvelle maison qu'il représente.

Le Secret du Progrès dans l'Art de la Vente

Rappelez-vous qu'il y a une opportunité qui s'offre tous les jours à vous d'apprendre quelque chose. Le désir d'apprendre est le seul moyen de s'engager dans la voie de la science et la science avec l'énergie en plus pour l'appliquer place le but de votre ambition à votre portée.

Si vous n'êtes pas occupé à tout moment à vendre des marchandises, il n'est pas besoin de flâner, même si vous en avez l'occasion. Vous pouvez vous familiariser avec le stock; vous pouvez aider à voir à ce qu'il soit rangé de telle sorte que chaque style et chaque pointure de chaussure puissent se trouver sans hésitation ni retard; vous pouvez estimer ce qu'il convient de sortir du stock de réserve; vous pouvez déterminer les arguments de vente s'appliquant aux marchandises nouvelles; vous pouvez, en un mot, trouver à faire nombre de choses qui ne manqueront pas de vous être d'une certaine utilité.

Vous n'avez pas plus le droit d'attaquer la réputation de votre concurrent que vous n'avez le droit de mettre la main dans sa poche.

Ayez bien votre affaire en tête avant de marcher. A ce moment-là seulement, allez droit devant vous.

Ne vous arrêtez pas aux choses puériles d'une affaire. Considérez la chose en elle-même et le but à atteindre.

Les Débuts de l'Industrie de la Chaussure à Montréal

L'industrie de la chaussure a subi depuis une trentaine d'années de plus grands changements qu'à aucune autre époque. Les vieilles maisons ont disparu tout comme les anciennes méthodes. La chaussure produite aujourd'hui est, bien entendu, incomparablement supérieure à celle d'autrefois. Les fabriques étaient alors mal équipées et la plus grande usine de la province avait à peine une capacité de 500 paires par jour à la fin du siècle dernier; la plus grande partie des chaussures de haute qualité étaient soit importées, soit faites à la main par des cordonniers.

Ce n'est guère que vers 1890 que le procédé de la trépointe fut introduit au Canada et il fallut un certain temps pour faire accepter par le public consommateur la trépointe faite à la machine en place de l'article fait à la main.

Québec est demeuré le centre de la chaussure du Dominion jusqu'au début du siècle actuel, époque à laquelle Montréal commença à prendre une place prépondérante dans la fabrication de la chaussure. Les premières usines de Montréal étaient presque toutes situées dans le centre de la ville, mais la municipalité de Maisonneuve, ayant adopté le principe d'offrir de sérieux avantages aux fabriques pour les engager à venir s'établir dans ses limites, finit par tenter les nouvelles maisons à venir y fonder leurs manufactures et les anciennes à y transporter leurs usines.

Parmi les établissements de la première heure qui sont restés dans le centre de la ville, on peut citer la maison Daoust, Lalonde & Cie, qui occupe actuellement l'emplacement qui suffisait autrefois à quatre manufactures différentes de chaussures, et la maison J. & T. Bell qui s'est également établie dans des locaux beaucoup plus spacieux.

A la fin du siècle dernier, St-Hyacinthe était également reconnu comme un autre centre manufacturier de chaussures assez important. Une des principales manufactures de cette époque, celle de J. A. & M. Côté est encore actuellement en opération et ses produits sont connus d'un océan à l'autre.

La question de la main d'œuvre a également subi des changements fort appréciables. Au début, les manufacturiers confiaient en effet leur fabrication par contrat à un contremaître qui recrutait lui-même ses ouvriers et surveillait leur travail, tandis qu'à l'heure actuelle les fabricants en sont venus à engager eux-même leur personnel qu'ils font travailler sous la direction de surintendants salariés.

Les méthodes de distribution ont aussi considérablement changé tout comme celles de la fabrication. Autrefois seules les chaussures de première qualité étaient expédiées en cartons. Pendant longtemps les chaussures fabriquées à Québec et à Montréal furent expédiées en barils; fréquemment aussi les envois étaient faits dans des malles que le détaillant achetait et qu'il revendait ensuite dans son magasin comme ligne accessoire. C'était le temps où les chaussures étaient pendues au plafond du magasin et à l'extérieur de la devanture.

La Mode aux Etats-Unis

D'après un récent rapport du Comité de la Mode de l'Association Nationale des Détaillants de Chaussures des Etats-Unis, les principales caractéristiques de la mode dans la chaussure seront les suivantes:

Le soulier à bride continuera à être en vogue en 1922. Les talons Louis XV et espagnols seront encore populaires, mais il y a tendance à éviter les extrêmes. Pour le talon Louis XV, une hauteur de $2\frac{1}{2}$ pouces est considérée comme une limite raisonnable, tandis que l'on compte voir le talon espagnol se maintenir aux environs de 2 pouces. Le talon cubain en cuir va varier de 1 à $2\frac{1}{2}$ pouces.

Pour les couleurs, ce sont toujours le noir et les bruns qui sont en vogue. Pour les combinaisons on emploiera surtout une teinte moyenne de gris. Le cuir verni va encore tenir sa place au premier rang.

La bottine n'est pas considérée comme un article de mode. On s'attend à une grande demande pour les oxfords.

Pour les hommes les chaussures seront en veau noir ou tan, ou en chevreau. Les teintes de tan tendent à devenir plus claires aussi bien pour le veau que pour le chevreau. Pour les chaussures en veau il y aura environ 65% de brunes pour 35% de noires.

Si l'on prend en considération tout le pays en général, la proportion des bottines vis-à-vis des souliers sera de 75% à 25%, tandis que dans les villes seules cette proportion sera de 35% à 65%. Les formes seront plus larges. Les brogues continuent à être en demande avec fortes semelles et talons bas.

Diminution dans les Importations de Chaussures Américaines

La quantité négligeable des chaussures importées des Etats-Unis en Canada est démontrée par les chiffres du récent rapport du Bureau du Commerce des Etats-Unis. Le mois de septembre qui, aux termes mêmes du rapport, est le plus fort jusqu'ici indique une expédition de 2,942 paires ayant une valeur de $13,762. Si l'on estime la consommation totale annuelle du Canada approximativement à 16,000,000, de paires ce qui est loin d'être exagéré, la proportion des importations américaines atteint à peu près le taux de 2.18 pour cent sur le total de la consommation.

Laissez la fumée s'échapper par son passage naturel, mais par contre, bouchez hermétiquement toutes les fuites.

Heureuse Initiative

Montréal, 2 février 1921

A l'Editeur du "Footwear-in-Canada".

Cher monsieur,

J'ai bien reçu votre aimable lettre me demandant ma modeste collaboration à votre numéro spécial de LA PROVINCE DE QUEBEC.

C'est avec plaisir que je vous transmets mon article en vous exprimant toutes mes félicitations pour votre heureuse initiative de publier votre intéressant journal dans les deux langues. C'est la première fois, je pense, que pareille tentative a été faite par un journal professionnel de l'importance du vôtre et je suis persuadé que votre généreux effort sera pleinement couronné de succès, car il répond à un véritable besoin qui n'a jamais été satisfait jusqu'à ce jour.

J'ose espérer que les encouragements qui vous seront donnés à cette occasion vous engageront à persévérer dans cette voie et à donner un caractère de permanence à cette publication de votre journal dans les deux langues qui ne pourra qu'être appréciée de votre nombreuse clientèle canadienne-française.

En ce qui concerne la souscription que vous voulez bien me demander, je puis vous dire qu'elle vous est accordée d'avance, puisque je suis un fidèle abonné de votre journal depuis neuf ans que je tiens magasin à Montréal.

Avec mes meilleurs vœux de réussite pour votre entreprise méritoire, je demeure.

Votre dévoué,

(signé) J. T. Lemire,

PETITES NOUVELLES

Tendez toujours la main à votre concurrent quand vous le rencontrez; cela augmentera votre bonne réputation.

Il y a un proverbe qui dit: "Faites part de vos ennuis à Dieu et de vos joies à vos voisins". C'est un excellent proverbe.

Quoi qu'en pensent certains employeurs à l'esprit étroit, un bon employé n'est pas une bête de somme. Il a le droit de respirer, de marcher et de se délasser quelques minutes par jour.

Tenez-vous toujours en rapport étroit avec vos employés, non pas pour les surveiller mesquinement et grossièrement comme le font certains patrons, mais, au contraire, pour gagner leur cœur et leur cerveau.

En faisant l'arrangement de votre vitrine, n'essayez pas de vous demander combien de marchandises vous pourrez y entasser. Laissez beaucoup d'espace entre les articles mis en étalage et votre vitrine attirera le regard.

Le sentiment d'optimisme est à l'ordre du jour. De partout nous viennent des rapports encourageants sur la situation commerciale. A n'en pas douter, il y a amélioration générale et par conséquent place pour une mentalité moins maussade et plus courageuse.

A nos amis de langue française: Cette section est votre section. Elle a été préparée expressément pour vous, elle a été conçue expressément pour votre commerce particulier et elle est lue expressément par vous et vos clients. Si elle doit devenir une partie permanente du "Footwear-in-Canada", c'est à vous de le demander. Il faut que nous ayons des preuves évidentes qu'une section française est réclamée et appréciée. Faites-nous connaître votre décision et vos suggestions — simplement en deux lignes — en adressant votre réponse à l'Editeur du "Footwear-in-Canada" (section française), Edifice du Board of Trade, Montréal.

C'est la première fois dans les annales du journalisme au Canada qu'un journal s'adressant exclusivement à l'industrie du cuir et de la chaussure est publié dans les deux langues. Nous croyons être dans la bonne voie, mais nous désirons avoir des preuves que nos lecteurs pensent comme nous. Si vous aimez à voir répandre l'usage et la reconnaissance de la langue romantique de Jacques-Cartier et de Champlain, laissez-nous avoir un mot d'encouragement de votre part. Donnez-nous une ligne ou deux de renseignement sur vous-même et sur votre commerce pour publier dans notre prochain numéro. Adressez vos lettres à l'Editeur du "Footwear-in-Canada" (section française), Edifice du Board of Trade, Montréal.

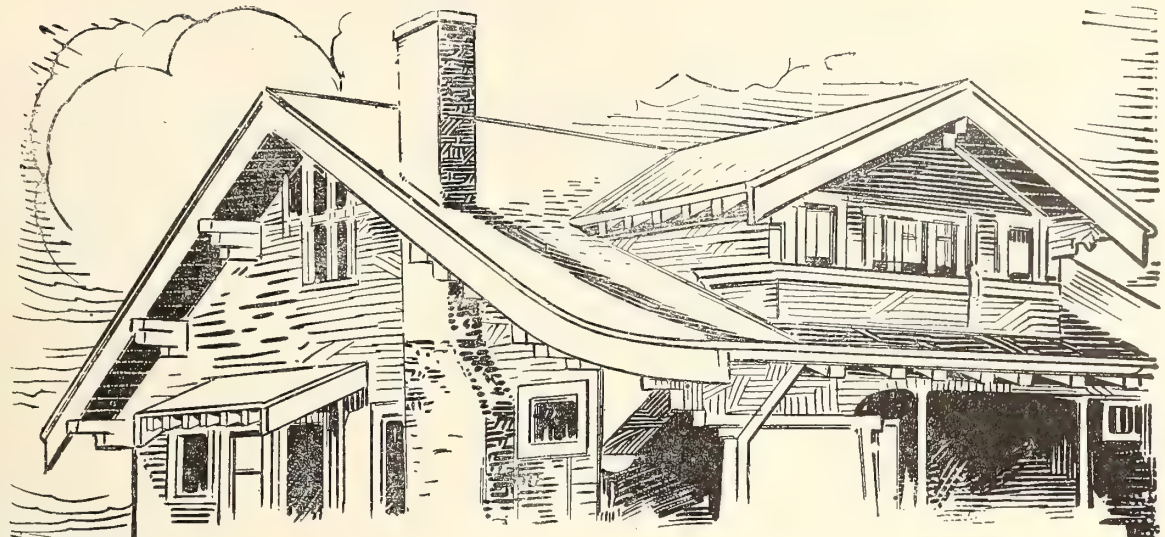
La Publicité dans les Revues

Le Président d'une importante compagnie écrivait récemment que la publicité faite dans les revues commerciales spécialisées était la base sur laquelle toute publicité doit se reposer afin d'avoir du succès et de rapporter des profits. La puissance de ce genre de publicité est, dit-il, presque incroyable. Son retentissement est tel que des commerces importants, des industries tout entières, ont été édifiés grâce à elle, sans recourir à d'autres méthodes de réclame.

Seule, la revue commerciale spécialisée permet à l'annonceur de choisir une certaine classe de lecteurs, tous adonnés à la même occupation et s'occupant des mêmes questions Là, et là seulement, il peut parler la langue technique particulière à son genre d'affaires et être compris de tous.

La Province de Québec—Centre d'abondants pouvoirs d'eau et d'un grand développement industrial

L'abondance des pouvoirs d'eau est une des raisons du développement industriel de la Province de Québec. La quantité de force motrice qu'elle possède est évalué à 6,000,000 de chevaux-vapeur. La vignette ci-dessus représente un barrage remarquable récemment construit par la Laurentian Power Company.



Les Trepointes Tetrault Sont Des Edificateurs D'Affaires

Cette année plus que jamais, le consommateur va rechercher la meilleure chaussure au prix le plus bas.

M. le DETAILLANT, qu'allez-vous faire pour répondre à cette demande?

Nous avons prévu Cette Demande

Nous pouvons satisfaire à tous vos besoins

Tetrault Shoe Mfg. Co.
LIMITED

Montreal, Canada

AHM System

—Le Québec

Succursales à

Sydney,
St. Jean,
Halifax,
Québec,
Sherbrooke,
St. Hyacinthe,
Montréal,
Ottawa,
Toronto,
Kitchener,
Londres,
Winnipeg,
Regina,
Saskatoon,
Edmonton,
Calgary,
Vancouver,

Le public de la Province de Québec porte des chaussures Ames Holden, depuis plusieurs années.

Ce public où se recrute votre clientèle, connait parfaitement la valeur de chaque sorte de chaussures Ames Holden.

Les chaussures Ames Holden ont été fabriquées depuis un demi-siècle, dans la Province de Québec par les gens de Québec.

La connaissance de tous ces faits, avec l'appréciation des qualités de ces chaussures, sont une garantie de succès pour le marchand qui porte un stock de chaussures Ames Holden.

Notre succursale la plus près de chez-vous est en position de remplir vos commandes.

Ames Holden McCready Ltée

Bureau Chef, Montréal

MARVEL BRAND

"PYRAMID HEEL"

Bas présentant un attrait pour la vente

La question intéressante de la formation du talon dans cette nouvelle spécialité "Marvel Brand" plait immédiatement à l'acheteur de bons bas.

"Pyramid Heel" représente une amélioration appréciable dans le dessin. Bien que cet article soit nouveau pour le public canadien, son succès est déjà assuré par la supériorité distinctive de son ajustement et de son style. Ecrivez-nous au sujet de cette nouvelle ligne intéressante—notre No. 8x; elle se fait avec la jambe mi-façonnée. Nous offrons également le même style avec effet de point tiré fantaisie.—No. 1485.

Ecrivez-nous pour échantillons et prix.

PERRIN - KAYSER COMPANY LIMITED

EDIFICE SOMMER - MONTREAL, P. Q.

LE SIEGE DE LA HECTOR SHOE

QUALITE SERVICE VALEUR

Telles sont les trois caractéristiques principales de nos lignes.

L'incendie ne nous a pas arrêtés.

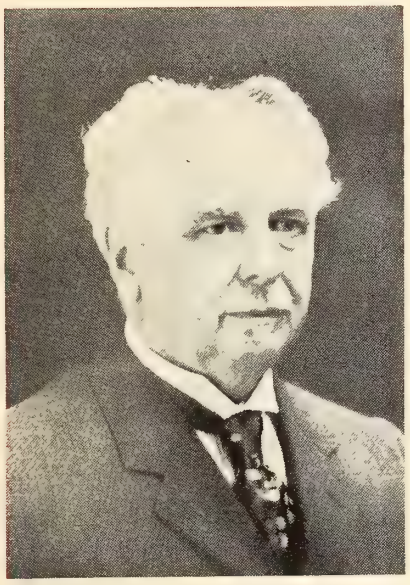
Nous sommes toujours capables de vous donner un service normal.

Mettez-vous en rapport avec votre jobber pour avoir des échantillons.

HECTOR SHOE COMPANY

331 rue Demontigny Est. Montréal

S. Desrochers F. X. Leblanc



Thomas Dufresne, Fondateur

C'est à juste titre que MM. Dufresne et Locke s'enorgueillissent de la part que leur maison a prise dans le dèveloppement de l'industrie de la chaussure, l'une des plus importantes de la Province de Québec. Notre usine occupe aujourd'hui 105,000 pieds carrés et emploie 617 personnes.

DUFRESNE & LOCKE

LIMITÉE

Cousu trépointe pour Hommes et Femmes

Cousu chausson et Cousu machine (McKay) pour Hommes, Femmes et Enfants

Stitchdowns pour Enfants

Tout ce qu'il est possible d'employer dans la fabrication de la chaussure, en fait de valeur, de style et de main d'oeuvre réellement bonne, se trouve dans les échantillons de la maison Dufresne & Locke, actuellement soumis par nos voyageurs.

Si vous n'avez pas fait ample approvisionnement pour votre commerce de printemps, mettez-vous en rapport avec nous immédiatement. Le temps presse, mais "mieux vaut tard que jamais." Une commande d'urgence recevra notre attention immédiate et vous pourrez recevoir votre livraison en temps opportun.

En prévoyant vos besoins, au cours de l'année, rappelez-vous que vous n'êtes pas renseignés sur le marché si vous ne voyez pas les valeurs de la maison.

Oscar Dufresne

DUFRESNE & LOCKE

Montréal, - - - Québec

Un Autre Bon Article De La Province De Québec

Le

Sous - Cap

"VULCO UNIT"

Fabriqué et Vendu Uniquement par

Beckwith Box Toe Limited

SHERBROOKE - QUEBEC

Le Style Fait Vendre La Chaussure

De deux chaussures d'égale qualité et d'égale façon, l'une se vend, l'autre pas—l'une a du Style, l'autre en manque.

Le même principe est vrai pour tout produit quelconque sur le marché. Nous l'admettons tous, et cependant portez-vous assez d'attention aux formes que vous employez?

Nous sommes spécialistes en formes et par suite spécialistes en style de chaussures. Nous sommes prêts à donner aux manufacturiers un service individuel.

Laissez-nous vous montrer ce que nous pouvons faire pour vous.

United Last Company, Limited

MONTREAL, P. Q.

Détaillants de la Province de Québec

Notre message de vente ne peut vous être mieux transmis que par notre produit lui-même—les chaussures "Metropolitan" et "Patricia" pour Hommes, Femmes et Enfants. Elles dénotent la bonne main d'oeuvre et la bonne qualité qui y sont incorporées et constituent un puissant message de bonne valeur qui va directement à votre client.

The Metropolitan Shoe Company

91 rue Saint Paul Est. - - - - Montréal, P.Q

La Marque De Vente Populaire

La marque Yamaska, de Côté, est mise sur le marché dans le principal but de répondre à la demande d'une chaussure à prix populaire pouvant donner entiére satisfaction.

Le public demande une chaussure de prix modéré, mais il demande en même temps certaines qualités d'aspect et de bonne façon. Yamaska est dessinée pour donner le maximum à ce double point de vue. Examinez le prix et la qualité des chaussures Yamaska et demandez-vous ensuite s'il y a quelque part ailleurs sur le marché une autre proposition qui offre des valeurs semblables à celle de la Yamaska de Côté.

Examinez la question et agissez en conséquence.

Votre commande recevra notre prompte attention.

La Compagnie J. A. & M. Côté

ST. HYACINTHE, P. Q.

A VOTRE SERVICE

Notre organisation, une des plus grandes de la Province de Québec, peut répondre utilement à tous vos besoins en fait de:

Chaussures, Caoutchoucs, Feutres, Guêtres
et
Chaussures Blanches

[en canevas]

Demandez notre représentant, ou envoyez-nous vos commandes par malle.

LA MAISON GIROUARD LTEE.

SAINT HYACINTHE, P. Q.

REG. IN
KENDEX
CANADA

Le meilleur matériel pour fausses semelles, doublures de première et talonnettes. Fausses semelles en stock dans toutes les épaisseurs désirées en couleur chêne ou blanc. Doublures de première et talonnettes en couleur chêne, en gris ou en blanc. Ecrivez pour avoir échantillons et plus amples renseignements.

TISSU A FAUSSES KANEVA

Uni ou doublé de feutre pour ouvrage McKay. Très flexible, n'est pas attaqué par l'humidité et dure plus longtemps que la chaussure.

TALONNETTES	FEUTRES EN PIECE	DOUBLURE DE LANGUETTE EN FEUTRE
Feutre Kendex	Pour tout usage	En bandes ou à la pièce
Cuir imitation doublé de feutre.		

Adresse à Montréal
224 rue Lemoine.

KENWORTHY BROS. OF CANADA, Ltd.

St. Jean, P. Q.

Depuis Trente Ans en Affaires

Deux Spéciaux Pour Le Printemps

Nombre d'autres modèles à choisir

OXFORD POUR HOMMES

Chevreau Chocolat Imitation Brogue Forme française

Voyez nos modèles

BOTTINE POUR HOMMES

Veau Davis 17 Imitation Brogue Bals.
Talons caoutchouc Bout effilé

DUPONT & FRERE

301 AVENUE AIRD MONTREAL

Pendant Que L'

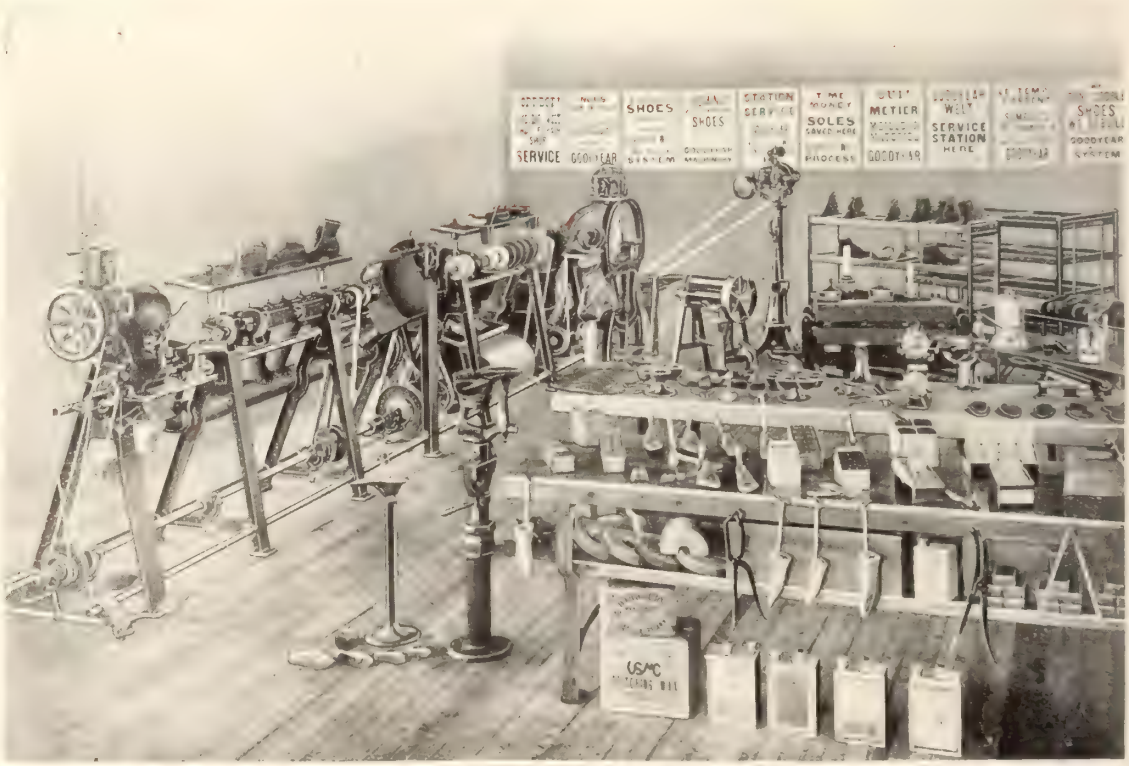
Qu'accompl

VOTRE INSTALLATION vous permet-elle d'obtenir le maximum dans les moments de presse—ou son insuffisance vous oblige-t-elle à employer des méthodes qui sont des souvenirs de l'époque de la chandelle et des diligences?

DANS VOTRE MAGASIN, le temps vous donne-t-il des RESULTATS qui SATISFONT, en QUANTITES qui rapportent un PROFIT?

Pour avoir satisfaction complète, efficacité de travail, augmentation de production, supériorité mécanique et durabilité, installez un

Outillage de Réparation Goodyear Welt



Des installations de ce genre ont grandement contribué à élever la réparation de la chaussure à la hauteur d'une industrie nationale.

Horloge Avance

issez-vous?

Il y a un Modèle et une Taille pour Convenir à Votre Commerce

A DES PRIX ET DES CONDITIONS A VOTRE PORTEE
Employé Dans les Magasins Prospères d'un Océan à l'Autre

Demandez notre catalogue de machines pour la réparation de chaussures Goodyear Welt

UNITED SHOE MACHINERY CO. OF CANADA, LIMITED

Siège social et usine

MONTRÉAL

TORONTO
90 Adelaide Street W.

KITCHENER
46 Foundry Street S.

QUEBEC
28 Demers Street.

INDIAN PRODUCTS

For the whole family, in different qualities and colors. These lines should appeal to you, for they are excellent sellers. We have them in Velour Sheeps, Fancy Kids, Buffed Horse, Imitation Alligator, and Hair Seals. We give you quality and service at the best price. Ask us for a price-list.

We are also large manufacturers of:

Snow Shoes, Moccasins, Boudoir Slippers and Mitts.

Nos listes de prix sont prêtes pour: Slippers Indiens et Boudoir, Raquettes, Souliers mous et Mitaines. Il est de votre intérêt de demander nos **prix avant de placer votre commande.**

BASTIEN BROTHERS

INDIAN LORETTE, QUE.

Les Semelles et Talons "Différents"

Les semelles et talons "Panco" ne doivent pas être confondus avec les nombreux soi-disant substituts du cuir sur le marché.

"Panco" est supérieur au cuir tant pour le confort que pour la durée. Le procédé breveté de l'insertion d'un tissu de renforcement augmente la solidité et évite éventuellement l'opération de l'amincissement.

Les semelles "PANCO" sont appréciées tout autant du réparateur qui en trouve l'emploi facile que du consommateur dont elles rendent la marche agréable.

Une véritable aubaine pour les facteurs, les agents de police, les pompiers, les laitiers, les conducteurs, les employés de chemins de fer, etc. Ecrivez-nous pour les prix.

The Panther Rubber Co.
Limited
Sherbrooke, P. Q.

Les Talons Sta-Tite Panco n'exigent pas de ciment

EUREKA

Demandez nos cotations pour les commandes de la dernière heure de ces deux modèles populaires pour le printemps.

Notre No 8552 représenté sur la vignette supérieure est un soulier à une bride à 2 boutons pour dames avec imitation courroie sellier, Forme 100, Talon Bébé Louis 14 S ou talon cubain, qui promet d'être plus populaire que jamais au cours de la saison prochaine. Mettez-vous en communication avec nous immédiatement.

EUREKA SHOE COMPANY, LIMITED

Trois Rivières, P. Q.

THE BOSTONIAN SHOE

LA PLUS GRANDE MAISON DE CHAUSSURES EN GROS DU CANADA

N'A PAS TOUJOURS ETE CE QU'ELLE EST

Il fut un temps où la maison Robinson ne comptait pour ainsi dire dans son actif que des possibilités futures. Ces possibilités ont été développées grâce à notre méthode de donner un service individuel à chaque client.

La maison Robinson a progressé. Le champ de nos efforts s'est élargi. La qualité du service Robinson n'a pas changé. La plus grande maison de chaussures en gros est prête à accorder à vos demandes l'attention individuelle nécessaire pour vous fournir les marchandises convenant le mieux à vos besoins.

Pouvons-nous vous servir maintenant?

Le détaillant de la Province de Québec, tout comme n'importe quel détaillant du Canada, d'un océan à l'autre, peut être assuré de notre effort pour lui donner un service d'une valeur de plus en plus appréciable.

JAMES ROBINSON COMPANY
LIMITED
184, rue McGill, MONTREAL

MARQUE DOUBLE "H"

Nos voyageurs sont actuellement sur la route avec les échantillons de toutes nos lignes.

MARQUE DOUBLE "H"

Guêtres et Jambières

Turns faites à la main

Chaussures anglaises

(tenues en stock)

Trépointes pour Hommes et Garçons

Bottes de ferme et chaussures de sport de Palmer-McLellan

Pantoufles Indiennes

Tous Articles de Premier Choix

Attendez le voyageur du Double "H"

HALL & HODGES LIMITED

16 rue St. Sacrement Montreal

Une Nouvelle Maison de Chaussures

Monsieur J. E. Samson, de la maison J. E. Samson, Enr., le fabricant de chaussures de sport bien connu, tout en continuant à s'intéresser à sa manufacture, vient de s'associer avec Monsieur A. R. Angus, autrefois de la Miner Shoe Company, Limited, pour s'occuper de la distribution des chaussures en gros. Ces messieurs se tiennent dès à présent à la disposition de la clientèle sous le nom de Samson-Angus, Limited, dont les bureaux et salles d'échantillons sont situés au 54 de la rue des Jurés, à Montréal. Outre les articles de sport bien connus de Samson, la nouvelle maison tiendra un assortiment complet de chaussures de toutes qualités pour hommes, garçons, femmes, demoiselles et enfants. Les voyageurs sont actuellement sur la route pour prendre les ordres de printemps ainsi que les commandes immédiates.

SAMSON-ANGUS
LIMITED

Bureaux et Salles d'échantillons
54 Rue des Jurés
MONTREAL

H. O. McDOWELL H. N. LINCOLN

International Supply Co.

La plus grande maison de fournitures pour fabrique de chaussures du Canada

IMPORTATEURS - - JOBBERS

Machinerie, Crépins et Accessoires de Fabriques de CHAUSSURES

Nous sommes les agents exclusifs au Canada pour les maisons bien connues suivantes :

American Lacing Hook Co., Waltham, Mass.
Crochets à lacets et machines pour fixer les crochets.
Armour Sand Paper Works, Chicago, Ill.
Tissu et papier pour polir et nettoyer.
Boston Leather Stain Co., Boston, Mass.
Encres, teintures, cires, etc., Blanchiment Cyclone.
The Ceroxylon Co., Boston, Mass.
Ceroxylon, la cire liquide parfaite
Cincinnati Cutting Die Co., Cincinnati, Ohio
Couteaux de qualité
The Louis G. Freeman Co., Cincinnati, Ohio
Machineries pour chaussures
E. L. Glennon Machine Co., Lynn, Mass.
Tubes à perforer.
Hazen Brown Co., Brockton, Mass.
Colle à sous-cap imperméable, ciment à caoutchouc.
Markhem Machine Co., Boston, Mass.
Machines à marquer et à frapper, composés, encres, etc.
M. H. Merriam & Co., Boston, Mass.
Joints, arrêts, etc.
Puritan Mfg. Co., Boston Mass.
Machines à coudre au ligneul. Procédé Poole pour fausses semelles Goodyear
The S. & M. Supplies Co.
Fournitures pour usines, aiguilles, etc.
J. Spaulding & Sons Co., New Rochester, N.H.
Contreforts garantis en fibre, fausses semelles en fibre.
The Textile Mfg. Co., Toronto, Ont.
Lacets de chaussures.
United Stay Co., Cambridge, Mass.
Cuir et imitation de cuir, trépointe, etc.

Nous tenons trois gros stocks de façon à pouvoir vous servir promptement. Vous ferez bien de profiter de ces stocks.

Marchandises de qualité

INTERNATIONAL SUPPLY CO. SERVES YOU RIGHT MONTREAL KITCHENER QUEBEC

Prix Raisonnables

Siége Social: 154 rue Notre Dame Ouest, Montréal

Succursales.— 37 Foundry St. S. KITCHENER **566 rue Saint Valir, QUEBEC**

SAMSON

Le nom J. E. SAMSON ENR. est synonyme du meilleur produit de la chaussure de la Province de Québec, dans son genre.

Les chaussures SAMSON sont une garantie par elles-mêmes et les détaillants de ces lignes ne se préoccupent jamais des conditions du commerce.

Elles se réclament d'une main d'oeuvre habile et d'une réelle valeur.

TOUS LES GROSSISTES DU CANADA VENDENT CES LIGNES.

J. E. SAMSON, ENR.

QUEBEC

Patented
1919

The PILLOW WELT

A Hygienic Necessity for the Child

Style, workmanship and price count for naught in children's footwear sales if the shoe is uncomfortable. Comfort and correct fit are the first essentials in satisfying the juvenile trade.

These essentials are evident in every Globe Pillow Welt.

Sell the Globe Pillow Welt and develop trade on a basis of comfort and correct fit.
Be sure that the Globe Pillow Trade Mark is on every shoe.

Globe Shoe Limited

Terrebonne, Quebec

Montreal Office: J. A. Bluteau, 11a. St. James Street

Sold

The public is sold on Clarke's. They are sold on its quality. Why ?

Because when fashion decreed that patent was "the thing", the people tried Clarke's and Clarke's measured up.

Clarke's more than measured up.

It set a new standard for Patent Leather, which has placed this material upon a new footing and created a reputation for durability which Patent did not always enjoy.

Keep the Public sold on Patent by supplying them with the quality they demand—always Clarke's.

A. R. CLARKE & CO., LTD.

The largest producers of patent leather in the British Empire

MONTREAL TORONTO QUEBEC

Vol. XII - No. 3 Toronto, March, 1922

Footwear in Canada

THE CLASSIC SHOE

IN STOCK

One of the new "Classic" in-stock lines for Spring sorting. Carried in Black Calf, Brown Calf and Patent

Spring Catalogue Ready About March 15

GETTY & SCOTT LIMITED

Makers of "Classic" Shoes

GALT - - - ONTARIO

The "Different"
Soles and Heels

"Panco" soles and heels should not be confused with the many other so called "leather substitutes" on the market.

"Panco" soles are an improvement not a substitute for leather, both for comfort and wear.

The patented reinforced fabric insertion prevents sole from pulling over the nails at the shank—which incidentally needs no skiving.

"Panco" soles are always uniform. They do not break away or split in the stitches and they take on the form of the shoe, making it easy for the repairman to do a good job quickly.

From the wearer's viewpoint they are a delight. Not only are they waterproof and non-conductors, but they relieve burning calloused feet and make walking a pleasure.

A boon to letter carriers, policemen, firemen, milkmen, conductors, railroad men, etc.

Write us for prices.

The Panther Rubber Co.
Limited
Sherbrooke, Que.

Panco Sta-Tite Heels
Need No Cement

Invictus
THE BEST GOOD SHOE

Be an Invictus Dealer

Six hundred of the best merchants in Canada are satisfied that Invictus is "the best good shoe." The list is constantly increasing.

If you are a l e a d i n g dealer in a town where we are not represented write for our agency.

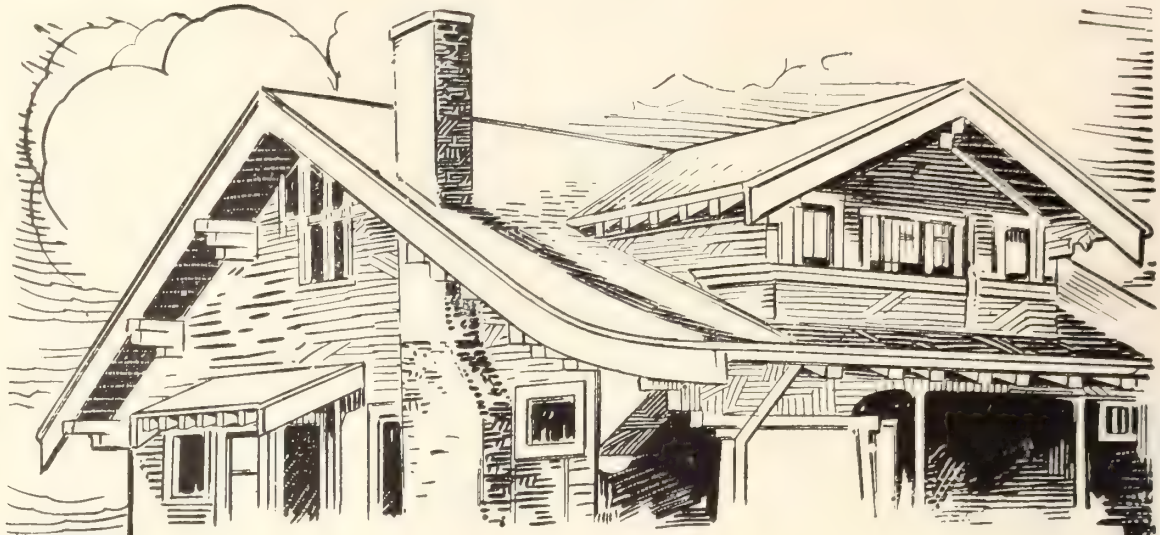
Illustration:

E342 130—Men's Br. Will Oxf., Heavy single sole; Bing Last.

Price: $6.55

Less 5% for 24 pr. lots of not more than two widths. No order for less than six pairs.

GEO. A. SLATER, LIMITED
MONTREAL



Tetraults Welts are Business Builders

This year more than ever the consumer will be looking for the best shoe at the lowest price.

Mr. Retailer, what are you doing to meet this demand?

We have anticipated the demand.
We are able to supply your every need.

Tetrault Shoe Mfg. Co.
LIMITED

Montreal, Canada

The Popular Salesmaker

COTE'S Yamaska Brand is put on the market with one main idea in view and that is to supply the demand for a popular priced shoe that will give genuine satisfaction.

The public demand a moderate priced footwear, but they also demand certain qualities of appearance and good workmanship. Yamaska is designed to give the utmost in these respects. Consider the price and the quality of Yamaska and then ask yourself if there is another proposition anywhere on the market that is offering values like Cote's Yamaska.

Consider and then act.

Your order will receive our prompt attention

La Compagnie J. A. & M. Cote

ST. HYACINTHE - QUEBEC

The Brogue
Kills Three Birds With One Stone

No wonder the brogue still leads in popularity with men!

It is probably the first shoe to give them style, comfort and service at one and the same time!

They know it, you know it and we know it—hence the model shown above.

For men from seventeen to seventy.

TALBOT SHOE COMPANY LIMITED

ST. THOMAS ONTARIO

BLACK
BEAUTY
CHROME PATENT
SIDES
THE ROBSON LEATHER CO. LIMITED
HIGH
GRADE
SIDE
LEATHER
OSHAWA
CANADA

"They're all Preaching Style"

STYLE is the keynote in shoe sales talk today. As a matter of fact, style is of tremendous importance in stimulating season to season trade.

We sell Style.

We supply it in the form of lasts. Our service is an individual one. Each of our clients enjoys the exclusive use of the last designed for his product. He has no fear of duplication by us.

Are you getting all the service you require in this matter? Let us show you a style service worth while.

For the convenience of Ontario Manufacturers we have an office at No. 64 Wellington St. W.

Room 212, Toronto, Ont., Telephone Adelaide 4499

United Last Company, Limited

MONTREAL, P. Q.

MARVEL BRAND

"PYRAMID-HEEL"

Hosiery with a Selling Appeal

Note the apex of converging stitches forming the pyramid heel. This is the feature that has set a new standard among your feminine buyers for style, fit and durability the **"Pyramid-Heel"** idea.

Are you in line for the share of this hosiery business that is rightly yours? As a dealer in footwear exclusively, can you afford to be without the **"Pyramid-Heel"** hosiery?—a quality novelty.

Think it over, and when you have made up your mind as to quantity, write us.

This new line, 8x, is made with seamed back and pick stitch, or fashioned effect leg. Our **No. 1485** is in fancy dropped stitch design.

THE "PYRAMID-HEEL" feature is a new point of contact with your CUSTOMER

WRITE US FOR SAMPLES AND PRICES

PERRIN - KAYSER COMPANY LIMITED

SOMMER BUILDING MONTREAL P. Q.

AIRD & SON
REG.
AIRD & SON
MONTREAL

IN STOCK
FOR IMMEDIATE DELIVERY

MISSES
300—Girls Gun Met. Bluc.
400—Miss Gun Met. Bluc.
310—Girls Gun Met. Bal.
410—Miss Gun Met. Bal.
313—Girls Brown Calf Bal.
413—Miss Brown Calf Bal.

Just In Time For Your SPRING TRADE

Every one of these "Renown" lines is carried in stock. So that by getting your order in to us now they will reach you just in time for Spring trade.

And there is every reason for ordering now—the prices are right, the styles are smart and up-to-the-minute, and the workmanship and materials are of the best.

Let us hear from you.

GROWING GIRLS
900—Gr. Girls Gun Met. Bal.
903—Gr. Girls Brown Calf Bal.

YOUTHS
600—Gents Gun Met. Bluc.
700—Youths Gun Met. Bluc.
603—Gents Brown Calf Bluc.
703—Youths Brown Calf Bluc.

OXFORDS

320—Girls Gun. Met. Bal.	Ox.
420—Misses Gun Met Bal.	"
323—Girls Brown Calf Bal.	"
423—Miss Brown Calf Bal.	"
910—Gr. Girls Gun Met. Bal.	"
913—Gr. Girls Brown Calf Bal.	"
610—Gents Gun Met. Bluc.	"
710—Youths Gun Met. Bluc.	"
613—Gents Brown Calf Bluc	"
713—Youths Brown Calf Bluc	"
830—Boys Gun Met. Bluc.	"
833—Boys Brown Calf Bluc	"

BOYS
800—Boys Gun Met. Bluc.
810—Boys Gun Met. Bal.
813—Boys Brown Calf Bal.

Scroggins Shoe Company
LIMITED

GALT ONTARIO

THE BOSTONIAN SHOE

Prices of Shoes
and
Character of Service

When the retailer purchases stock he buys two things—Shoes and Service. In the former, he can see what he is paying for; in the latter he must depend entirely upon the integrity of the firm with which he is dealing.

Prices of Shoes vary, and the keen buyer will not allow himself to be overcharged. But character of service varies more than prices of stock. Be sure that you are getting full value for your money in the matter of service.

Try Robinson Service. We have a reputation for giving good measure.

James Robinson Company
Limited

184 McGill Street **Montreal**

Rubbers ---that are Guaranteed

Every merchant realizes at once the value of offering his customers a guaranteed product. Ames Holden Rubbers are guaranteed. This is a big factor in creating sales, as undoubtedly many of your customers have had unpleasant experiences with rubbers that have not given value in wear.

All Ames Holden Rubber Footwear bears this guarantee:

"Every pair of Ames Holden Rubbers is guaranteed to outwear any pair of similar shoes of any other make, sold at the same price and worn under the same conditions."

Stock Ames Holden Rubbers and make this guarantee your means to sales. Ames Holden Rubbers are Better Rubbers—they have to be to enable us to attach this guarantee to every pair.

Order today from our nearest sales warehouse.

"Compare AHM System *The Wear"*

AMES HOLDEN McCREADY, LIMITED

Head Office **MONTREAL, P. Q.**

Branch Sales Warehouses at

Charlottetown, Sydney, Halifax, St. John, Quebec, Sherbrooke, St. Hyacinthe, Montreal, Ottawa, Toronto, Kitchener, London, Winnipeg, Regina, Saskatoon, Edmonton, Calgary, Vancouver.

The Only Nationally Advertised Rubbers in Canada

Mr. Dealer! You believe in advertising. Therefore, you surely believe that it pays you to carry nationally advertised lines.

Are you taking full advantage of the benefits that our National Advertising for DOMINION RUBBERS would create for your business?

When your customers think of Rubbers, they naturally think of DOMINION RUBBERS. They are the first Rubbers that come to mind. Thus, DOMINION RUBBERS are half sold when customers enter your store.

WHY? Because our national advertising has helped to create the demand for DOMINION RUBBERS, and is educating your customers to think of DOMINION RUBBERS, not just as rubbers but as SUPERIOR Rubbers.

DOMINION RUBBERS are the **only Nationally Advertised** Rubbers in Canada. We have faith in their sterling quality and in their ability to give satisfaction to **our** customers and **your** customers; and we prove our faith in Dominion Rubbers by our National Advertising.

Your best interests and those of your customers will be f u l l y served if you carry Dominion Rubbers.

Dominion Rubber System Limited
MONTREAL

Service Branches at

Halifax	Belleville	North Bay	Lethbridge
St. John	Hamilton	Fort William	Edmonton
Quebec	Brantford	Winnipeg	Vancouver
Montreal	Kitchener	Regina	Victoria
Ottawa	London	Saskatoon	
Toronto	Windsor	Calgary	

CANADIAN CONSOLIDATED RUBBER CO. LIMITED
DOMINION
RUBBER
SYSTEM
AND ASSOCIATED COMPANIES

1922-1923

Our plans and preparations for the 1922-23 Rubber Footwear season are far in advance of anything ever attempted in Canada. Big improvements throughout our entire line have been made and every improvement has behind it the one thought; TO SATISFY THE TRADE AND TO GIVE BETTER WEAR TO THE CUSTOMER.

No Rubber Footwear dealer or buyer in Canada should place his rubber order without first seeing the Dominion Rubber System Samples. To see them is to recognize the improvements and the important changes in construction. To review the variety of styles is to realize how completely every demand of the retail trade has been met. To make comparisons is to appreciate the greater value per dollar represented by these brands.

When the salesman comes your way with the Dominion Rubber System samples, it will pay you to go through the line thoroughly. Note carefully the quality of material, the excellence of construction and the new features that mean added wear where wear is needed most. From whatever viewpoint you judge, we feel confident that the verdict will be, the best footwear and values within your reach.

If you have not received "Foot Prints"—our 1922 Rubber Footwear Catalogue—write the nearest service branch for a copy.

Dominion Rubber System Limited
MONTREAL

Service Branches at

Halifax	Belleville	North Bay	Lethbridge
St. John	Hamilton	Fort William	Edmonton
Quebec	Brantford	Winnipeg	Vancouver
Montreal	Kitchener	Regina	Victoria
Ottawa	London	Saskatoon	
Toronto	Windsor	Calgary	

EASTER—The Buying Season of the Year

The time of new frocks, new hats, and new footwear is once more bringing people into the shops.

Mr. Retailer, what are you doing to get your share of this business?

We are in a position to give immediate deliveries on the following lines:

Men's and Women's Welts

McKay's and Turns for Men, Women and Children

Stitchdowns for Children

Dufresne & Locke Ltd., Montreal

WHEN
PLACING FOR FALL

do not overlook the new Steam Cure line of

BLUE LABEL

BOOTS LUMBERMENS

50% Extra Wear — REGISTERED 1921 LIFE-BUOY PRES-CURE — **No Extra Cost**

Made of only Superior Quality materials over non-shrinkable aluminum lasts and cured by Steam under heavy pressure thus squeezing out all porous portions.

A Quality in keeping with the past enviable reputation of the "Life-Buoy" line.

Compare the wearing results with other lines and you will be surprised.

Actual tests of "Life-Buoy" Pres-Cure lines mated with other brands show fully 50% greater wearing results on the average.

Do not overlook providing for your next fall's requirements in 4 and 5 buckle overshoes.

SEE OUR RANGE OF SAMPLES BEFORE PLACING YOUR ORDER

WAIT FOR THE "LIFE-BUOY" SALESMAN

The Kaufman Rubber Co., Limited

Kitchener Ontario

Warehouse Stocks carried at:—

TORONTO - 80 Bay Street,
LONDON - 342 Richmond St.
OTTAWA - 282 Wellington St.
MONTREAL - 137 McGill St.

VANCOUVER, WINNIPEG, REGINA, SASKATOON, CALGARY, EDMONTON, LETHBRIDGE, QUEBEC, ST. JOHN, TRURO, CHARLOTTETOWN.

Take Stock of Pussy-Foots

Count up your stock of Pussy-Foots and order the required sizes as early as possible. This is the line that brings your future customers to you at the very earliest age and if you can fit them right you will insure their trade when they grow up.

A parent well satisfied with the shoes fitted to a young child is more likely to become a constant customer.

Price List

	STRAPS—NO BOWS	
1950	Pat. 1 Strap 12/5	$1.40
1997	Blk. Kid, 1 Strap .. 2/5	1.40
1998	Choc. Kid, 1 Strap 2/5	1.40
1990	White Ind. 1 Strap 2/5	1.40
	3 STRAP—BOWS	
1951	Patent 3 Strap 2/5	1.85
1991	Pat. 3 Stp. White .. 2/5	1.85
	BUTTONS	
1957	Pat. Button-Mat .. 2/5	$1.85
1959	Pat. Button-White . 2/5	1.85
1995	Blk. Kid Btn. 2/5	1.75
1996	Choc. Kid Btn. 2/5	1.75
1987	White Ind. Btn. .. 2/5	1.85
	BLUCHERS	
1945	Blk. Kid Bluch. 2/5	$1.75
1946	Choc. Kid Bluch. .. 2/5	1.75
1994	White Ind. Bluch. .. 2/5	1.85
1960	Pat. Bluch.-Mat. .. 2/5	1.75

No Half Sizes

We have some "Pussy-Foot Jingle Books" for you and will print your name on each copy if you wish. How many can you use?

The name Pussy-Foot as applied to footwear is the registered Trade Mark of the Hurlbut Co. Limited. Proceedings will be taken against any person infringing or mis-using this name.

HURLBUT
TRADE MARK REGISTERED
CUSHION-SOLE
Shoes for Children

PHILIP JACOBI TORONTO
5 East Wellington Street
Exclusive wholesale distributor of Hurlbut Shoes

EUREKA

Demandez nos cotations pour les commandes de la dernière heure de ces deux modèles populaires pour le printemps.

Notre No 8552 représenté sur la vignette supérieure est un soulier à une bride à 2 boutons pour dames avec imitation courroie sellier, Forme 100, Talon Bébé Louis 14/8 ou talon cubain, qui promet d'être plus populaire que jamais au cours de la saison prochaine. Mettez-vous en communication avec nous immédiatement.

EUREKA SHOE COMPANY, LIMITED

Three Rivers - Quebec

Mr. Retailer:

Are you preparing for the rush of business around Easter?

The Season is now on and you must act immediately if you are to get your share.

"Dalaco" will give the necessary stimulus at this busy time of the year.

Get in touch with us immediately

Daoust, Lalonde & Co., Limited

Montreal, Que.

K·B· HARD SOLE FELTS
SOFT SOLE KUMFYS

A proof that solid merit and dependability makes itself known swiftly and surely is the reputation already attained by K. B. lines of Felt Shoes and Slippers as the Standard of High Grade Felt Footwear.

For the Retailer and the Jobber there is no safer guarantee than the tried and tested judgment of the thousands of satisfied K. B. Felt Shoe and Slipper Wearers.

Made by THE COBOURG FELT CO. *Sold by* THE LEADING SHOE JOBBERS

Can We Help You ?

There may be certain articles which you cannot find in these advertising pages that you would like to have information on. Do not hesitate to use this form, no matter what it is. If we can be of any service to you in supplying that information, it will be a pleasure to do so. We want you to feel that Footwear in Canada is published in your interests, and we want to help you whenever we can.

INFORMATION WANTED

Footwear in Canada
347 Adelaide St. West,
TORONTO.

Date.....19

Please tell me .....

.....

.....

Name .....

Address .....

"THE WEAR

IS THERE"

High Quality Sole
Leather for Every Need

IN

HEMLOCK, UNION AND OAK
TANNAGES

The Breithaupt Leather Co.

Limited

Producers of the Standard of Canadian Sole Leather

Sales Offices:

KITCHENER TORONTO VANCOUVER MONTREAL QUEBEC

Tanneries at:

PENETANG HASTINGS KITCHENER WOODSTOCK BURK'S FALLS

Footwear in Canada

A National Journal of its Findings, Making and Sale, with a quality circulation—every reader a possible buyer.

Published Monthly.

HUGH C. MacLEAN PUBLICATIONS
LIMITED
THOMAS S. YOUNG, Managing Director

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

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WINNIPEG		320 Travellers' Bldg.
VANCOUVER		Winch Building
NEW YORK		296 Broadway
CHICAGO		Room 803, 63 E. Adams St.
LONDON, ENG.		16 Regent Street S. W.

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Vol. II **March, 1922** **No 3**

Sell Footwear for Every Occasion

A well-known shoe designer, writing on another page in this issue, complains that the public has not been educated to a proper appreciation of the footwear requirements of a complete wardrobe. And there is some justification for his arguments. Women have been wearing fine strap slippers for almost every occasion regardless of whether or not they are appropriate. Latterly the introduction of the mannish oxford in patent and grain leather has been somewhat of a relief to the situation, and it has not been quite so distressing to those of us who have an eye for congruity in wearing apparel to see young ladies braving the winds and snows of winter with reasonably sturdy oxfords and wool stockings as it was to have fancy turns and silk hose, with perhaps the partial protection of gaiters, forced upon our gaze to the accompaniment of zero weather or slush.

But there is still much to be done in the way of educating the average individual to equip himself, or herself, properly with shoes suitable for the various seasons and occasions. Every active girl or woman who makes any pretense at keeping an adequate wardrobe should at least have a pair of walking boots, a pair of sport oxfords, a pair of afternoon shoes, and a pair of fancy turns for evening wear. That should be the minimum, and if the feminine element of the population could be brought to a realization of this fact, it would supply the shoe business with the needed spring tonic.

Opposing Factors in Price Trend

A shoeman recently wrote "Footwear" asking our opinion as to whether it would be wise to buy in six months' supply of leather at the present time. We told him frankly that we didn't care to commit ourselves on the subject. For conditions are such to-day that the prophetic profession is not particularly safe, nor necessarily very lucrative.

The tanners have some very good arguments, on their side, to show why an increase in prices is to be expected—the fact that hides during 1921 averaged 36 per cent. below the 1914 level, that the cattle supply is considerably below normal, that the possibilities of export are brighter than they have been for some time. Hides, they claim, have been unduly depressed in relation to other commodities, are therefore due to rise and will bring leather prices with them. Very good! Let's look at the other side of the question.

Mr. Arthur Surveyor, of Montreal, speaking before the shoe manufacturers' recent convention, stated that the average price of commodities in Canada was about 67 per cent. above pre-war level, as compared with 25 per cent. in the United States. These figures are astonishing, and it seems evident that Canadian prices have still a considerable distance to go before they reach a level. We do not anticipate any further startling breaks or sudden readjustments, but the indications certainly are that the general trend must continue downwards for some time. The question in our minds is, then: Can leather or any other commodity travel upstream against this powerful, though slow, downward current? It is not an impossibility, but the logical eventuality appears to be that there will be a readjustment in wages to counterbalance any increase in the cost of hides that may occur.

However, the industrial and political situation, universally, is so unsettled and international finances are in such an abnormal state that it is dangerous to be dogmatic in any forecast of the future—particularly when it concerns commodities such as hides and leather which are affected by world-wide conditions. The man who knows what will happen to the leather market during 1922, and has the nerve to act upon his knowledge, will make money.

It is Still the "High" Cost of Living

It is useless to try to imagine that it is otherwise: The stimulant that business needs to-day is lower prices. The buying power of a large percentage of the population has been considerably reduced; the unemployment situation is difficult; the public is still hesitant. Many cannot, and others will not, pay high prices for their wearing apparel and their domestic

requirements, and in the matter of luxuries they are having to do without. And this natural and necessary tendency toward economy is the very obstacle which is throttling industry. The cost of living in Canada is too high. It must be reduced by other means than by the reduction of purchases by the consumer, which is actually accentuating our difficulties. The spirit of "let the other fellow start first" is stone of stumbling and rock of offence that is preventing the decline which would resuscitate demand to normal proportions. Any retailer or any manufacturer who is trying to get more than a legitimate profit on his sales based on to-day's actual costs is a liability to his own industry and to the country and his selfishness is reacting to his own hurt. There is a tendency to place the responsibility on someone else's shoulders. Landlords and builders, manufacturers and workers, retailers and wholesalers, the transportation interests and the fuel interests are all viewing one another a little askance. What is needed is that each one should do his part, loyally and patriotically, regardless of the other fellow's attitude.

Sales' Opportunities in April

April 16 will be Easter Sunday, and the week previous is probably the most important one in the year for the shoeman. At no other time of the year is the feminine mind more susceptible to the style appeal, and the wise merchant will take advantage of this psychological period by playing up his fashionable footwear for all it is worth. By all means, plan your window displays and your advertising well ahead. It is not too soon to start right now, if you have not already done so. As Easter comes late this year, it will probably be well to be a little beforehand with publicity and window trims, as, if the weather is balmy and spring-like, many of the ladies may be inclined to discard their old shoes for new ones before the Easter season arrives.

Also, remember that in April hundreds and thousands will be obeying the call of the out-of-doors, the golf course, the highway, and the open country. Sell them shoes for golfing, motoring and hiking.

There'll be many brides, too, who'll be wanting wardrobes completely outfitted with footwear—for April now rivals June as a month of marriages. Here are some wonderful opportunities for effective publicity.

Are Your Odds and Ends in the Small Sizes

A Toronto retailer of long experience in the shoe business declares that the main cause of the accumulation of odds and ends is injudicious selection of sizes. A large percentage of the unsaleable stock in most stores, he believes, is in the 2½ and 3 sizes. For his own part, he has not bought a 2½ or a 3 shoe in five years, and though he only buys one size 3½ shoe in sixty pairs, he still finds 3½'s among the left-overs at the end of the season. That his policy of eliminating the smaller sizes has been justified is indicated by his statement that in the twenty-five years he has been retailing shoes, not more than $300 worth of odds and ends have had to be got rid of at a loss.

This merchant does, however, believe in carrying a wide selection of styles for women. He carries 260 different kinds of feminine footwear, and he says he prefers handling the women's trade to the men's—a point on which most shoemen would be at variance with him. Perhaps the fact that he carries such a wide range is the secret of his success in pleasing the ladies.

Little Courtesies Build Trade

A live repairer in a small town recently inserted the following notice in the local paper: "To my patrons—All my customers having shoes repaired regularly are privileged to use my telephone whenever necessary without expense. This is only a little service, and I want my patrons to know they are at liberty to step in here any time and need not be hesitant in asking to use the phone. Let us get acquainted."

If you yourself, Mr. Merchant, are cutting down your personal purchases to the last cent, how in the name of consistence can you expect your customers to loosen their purse strings? Business revival must begin with the individual.

Correction and Apology

A paragraph regarding the circulation of the February issue of "Footwear in Canada" was published in French on page 100 of that issue, in which statements of an obviously ridiculous nature were made affecting the circulation of other shoe journals. These statements were published entirely without the approval or knowledge of the Management of "Footwear in Canada."

The French section of "Footwear" was edited, set-up and proof-read in Montreal. Because of extravagant and uncalled-for circulation claims which had been published by another shoe journal, a youthful writer on our Montreal staff conceived the idea of going "one better" and introducing a touch of sarcasm into our pages. Being printed in French, the item was not so readily detected and got by the Editor.

The Management of "Footwear in Canada" believes there is no place in a business paper for extravagant statements or sarcasm. "Footwear" is a business paper for business men, who should not be asked or expected to discriminate between what are serious statements and what are intended as sarcastic comments.

To the many excellent shoe journals published in Great Britain and the United States, with circulations undoubtedly greater in many instances than that of "Footwear in Canada," we offer an apology for the publication of the statement. We believe their standard of ethics is such that they will accept the explanation which, in justice to them, we now make.

A Business that Expanded During "Slump"

The Royal Shoe Store, Saskatoon, Outgrew its Former Premises Last Year Despite Depression and Moved to Larger Quarters—Was City's First Exclusive Shoe Store

Time was, and not very long ago either when merchant and customer in their business transactions clearly understood that it was a case of matching wits—the most shrewd bargainer won out.

Retail prices were subject to violent fluctuations—for the merchant, knowing that he would have to bargain, set his prices high enough to permit of a cut, and often, though loudly proclaiming that he was losing money, secretly congratulated himself on the fact that he had perhaps sold some goods at doubie their value.

Times have changed, however, and retail methods have changed with them. The modern merchant sets his price—a fair one to both himself and to his customer— and that price remains the same to all.

The Royal Shoe Store in Saskatoon is the type of concern which has a set policy of fair dealing and one price to all. Honest values,and satisfying the public by giving each shopper, as far as possible, just a little more in value or service than he expected, are the methods practiced by the store, and undoubtedly account very largely for the steady progress the business has made.

C. D. Mitchner and J. M. McGeary, joint proprietors of the Royal Shoe Store are comparatively young men in years but old in a knowledge of serving the public. They believe that it is no trick to induce people to patronize a store once, the true test of real service comes in holding a customer in spite of business depression, and keen competition. That they can point to a list of patrons who bought from them in their early business days and are still steady customers is a convincing proof that their methods are sound.

First Exclusive Shoe Store

Eleven years ago—on St. Patrick's Day, 1911, to be exact—the Royal Shoe Store made it's bow to the public of Saskatoon and it interesting to note that it was the first exclusive shoe store to establish in the city.

Naturally both Messrs. Mitchner and McGeary received the usual line of advice on their foolishness in operating a specialty shoe shop in the face of the competition from two large Department stores. But business was good. Saskatoon was, at that time at the height of the "boom" and the new store rode on the top of it. Then came the black years of 1912-13. Everything slumped; potential millionaires yesterday, were looking for a job today—but the Royal Shoe store continued to show steady progress in spite of other specialty shops starting up.

It takes courage in the face of a situation such as we had last year to contemplate branching out but that is exactly what Mitchner-McGeary, Ltd., did. The business depression was only weeks old when they diagnosed the trouble and started to get rid of their high-priced stocks regardless of cost or profit, and they succeeded, taking the inevitable loss and replacing their stocks at the lower levels.

In spite of "buyers strikes" and uncertain prospects the firm outgrew the quarters which had been their home for ten years and towards the end of last summer arranged to take a large store in the same block. The move was made and events have already shown that it was a wise one.

Excellent Display Facilities

A feature of the new store is the splendid facilities for window displays. The store front as well as the interior arrangements are modelled upon the firm's own plans and embody the latest display ideas. The large front entrance offers a warm invitation to the passer-by who is attracted by the handsome window trims.

Perfect balance is the main idea in building a display together with harmony and color blend of merchandise and background.

Each panel of the window is a separate entrance to the window so that every part of it can be readily reached thus facilitating the trims. Stock space behind each wall fixture also gives easy access to both windows from the back.

The decorative scheme of the store interior is decidedly attractive. The fixtures, including the carton shelves are of oak in mission finish. Believing that showing the actual goods carries a buying inducement to the visitor, all available interior space is utilized for displays. The shelving, fixtures, and tops of show cases all are attractively dressed with seasonable footwear.

Install Rest Room

Immediately inside the entrance to one side is a large glass show case used to feature the newest models in women's shoes. Across the aisle from this is a commodious rest room fitted with every convenience which would add to a customer's comfort. Several easy chairs and a telephone make the Royal Shoe store a popular meeting place for feminine shoppers.

Offering strong selling suggestion to users of the rest room is a glass case in the center of the floor in which is displayed a fine range of silk and lisle hosiery, this 'side-line,' by the way, being a decided acquisition to the business. Mr. McGeary, manager of the store, firmly believes that hosiery is as much a part of his stock as the shoes themselves and he says the hosiery sales go a long way towards reducing the overhead.

"Our policy," said Mr. Geary, "is to sell the better class of footwear, and to specialize on good service and perfect fit. We carry exclusive lines in Canadian and American makes and seek to make our store a leader in authentic styles. In our advertising we back up to the limit every claim we make and always seek to represent the goods exactly as they are. We will not disappoint a customer even if it means a loss to satisfy them, for we feel that, to use an old phrase, 'a satisfied customer is our best advertisement.'

"We pay unusual attention to assuring a perfect fit, and have specially selected lasts to suit practically every style of foot. We use the length of shoe necessary to fit accurately to the toe joint. Many supposed foot troubles disappear with correct fitting. We have to be satisfied in this respect before the customer is."

Window Displays as Salesmen

The windows carry the main burden of the advertising at this store although the newspapers are used

This is the attractive front of the premises in which the Royal Shoe Store became established some months ago

to some extent particularly before a holiday. It is found that a carefully planned window trim will produce excellent results.

As a case in point, just about a year ago when prices first began to break the newspapers were full of full page shoe sale advertisments, each one seeking to outdo the other in blackness of type and size of figures.

The Royal Shoe Store took a 3 inch space across two columns making the simple statement, "a straight discount off of any pair of shoes in stock." In the windows was a large card with the same announcement. It is an indication of the regard the Saskatoon public has for this firm that in spite of neighboring shoe stores holding clearance sales conducted by "sale specialists" the Royal did a wonderful business, at times serving a steady stream of customers while competitors, "circus" methods of advertising notwithstanding, had little or no trade.

With reference to the question of pricing merchandise in the windows, no definite policy is set—"it depends upon circumstances," said Mr. McGeary, "sometimes we use price tickets, sometimes not, according to the class of merchandise offered. We find that the exclusive lines sell much more readily without a price ticket than the 'every day' sort of shoe, so our policy in deciding whether or not to price mark a display hinges altogether on whether we are showing high class footwear or staple lines."

Claims and Returned Footwear

The following statement has been issued by the Shoe Manufacturers' Association of Canada relative to claims and returned footwear:

Members of the Shoe Manufacturers' Association of Canada carefully inspect all footwear before it leaves their factories to ensure that it is in good condition. They cannot accept responsibility for damage which may result from subsequent accident or abuse.

No Claim will be considered unless the footwear in respect of which such claim is made is returned to the factory.

No Claim will be allowed if the footwear has been worn, except in case of defects arising from faulty workmanship or other causes within the control of the manufacturer. If, upon examination, it is found that there have been such defects, the shoes will be repaired or credit allowed, at the option of the manufacturer. But no allowance will be made for more than the porchase price, less a reasonable deduction on account of the service which the footwear already shall have given.

No Allowance will be made on patent leather and fabric footwear, except in case of defective workmanship in the manufacture of the shoes.

A Correction

In the advertisment of I. Rapaport & Company, Limited, London, England, announcing the arrival of their samples for 1922 of Pullman slippers, spats and children's pantettes, which appeared in the January issue of "Footwear," page 16, an error was in the spelling of the name. The correct spelling of the name is "Rapaport," not "Rappaport," as shown in the advertisment referred to.

If you are looking for some tips on advertising, take 'em from the Irish. Talk about cheap publicity they've had enough printer's ink spilled about them and their boggy island to float the Iron Duke. Even wide-awake old Uncle Sam will have to take off his hat to Pat on that score.

Now consider Scotland by way of comparison. Who'd have heard of the place if it hadn't been for Harry Lauder and "Highland Dew?"

We'll admit they're not bad press agents, however.

How We Are Tackling Solution of To-day's Merchandizing Problems

By A. MERCHANT

Here is the ideal we have set ourselves to live up to:

1. Study the customers
2. Buy intelligently
3. Increase turnover
4. Speed up salesforce
5. Give better service
6. Study the feet
7. Advertise for results
8. Paint up—Clean up
9. Read—Study—Plan
10. Be optimistic

Shoe Retailing during the last few years has required continuous adjustment of policy. The methods that proved effective yesterday may or may not be successful to-day. Our business during 1921 showed an increase in sales of more than 15 per cent. as compared with 1920, but that does not assure us that our ways of doing things last year will give us a similar increase this season. The experience gained is of course very valuable, but it must be applied in the working out of up-to-the-minute solutions for the problems of the present.

Probably the most serious of the problems facing us to-day is due to the fact that we are face to face in our struggle with a more exacting and demanding public than ever before. For this reason our first interest will be to

(1) **Study the Customer**—As we meet our customers from time to time (and, by the way, we are learning that we must mix with the trade a bit more than we used to if we are going to study our customers) we are constantly faced with the demand for lower and still lower prices. This comes in addition to the cry for frequent changes in styles. Realizing these demands of the buying public, we feel that we can plan our future business with the assurance that the policy of giving the public what they want, when they want it in footwear is still the path to success. To do this one must know how to

(2) **Buy Intelligently**—To buy intelligently is going to mean that we must know our stock, know what lines are on order, know the trade, and be able to judge fairly accurately the quantity and sizes necessary in the best sellers. It is impossible to buy intelligently by placing a large part of our business six months in advance, nor will it be wise to buy strictly on the hand to mouth policy. The solution of this problem is to be constantly on the alert, have a fair stock of staples on hand and constantly arriving, and leave the novelties for quick buying and just as quick selling as they ppear. This will help us to

(3) **Increase Turnover**—We retailers have had the advantage of rapid stock turnover dinned into our ears so frequently of late that we would almost like to forget the word. However, the fact remains that just as soon as we increase our turnover we are bound to increase our profits. With the knowledge that it is on the live numbers that profits are being made, it is wise to study our stock, adopt a stock recording system which tells us which lines are moving and which are not, and then as we find out a slow mover, reduce the price and get rid of it at once. We all admit we have too many styles. Therefore the only course is to buy fewer styles, being careful not to duplicate lines already on hand, and then watch the stock to see that every line is selling.

(4) **Speed up the Salesforce**—As the salesman is the one who can make or break the firm, it behooves us to have only men who are worthy representatives of the business. The time when all that was necessary was to hand out what the customer asked for is passed, and now we are facing a time when our clerks must be real expert salesmen in order to increase the volume of business. Co-operation on the part of the proprietor and the salesforce will be an important factor in finding a solution to the problem of increased turnover and better business. Hand in hand with better business will go

(5) **Better Service**—Here again will the merchant and salesman have to work together. To give better service during the coming season will mean that we are going to give the customers something more than what is necessary, or more than what they look for. No promises will be made which cannot be lived up to, prompt and efficient service will be given in making the sale, our shoes will be delivered on time, and in the case of complaints the customer is always going to get a larger allowance than he expects. Our store is going to have a reputation for giving a customer more than he can get for his money in any other shoe store. To complete our service we are going to

(6) **Study the Feet**—because as up to the minute shoe men, we must know foot trouble when we see it, must know how to find foot trouble and how and what to suggest to give relief or a permanent foot cure. As this is a very important part of footwear merchandising for 1922, it is going to pay us to have our store known as "the home of foot comfort" and as the place where the salesmen know they are talking about when it comes to foot ailments. Customers helped in this way become pleased customers and as advertisers for our business the results are certain.

In deciding that we must

(7) **Advertise for Results**, we are convinced that much of our past advertising effort has been like shooting in the air. Therefore our first decision is

to make a reasonable appropriation to cover all items included under the term "advertising." Our advertising will be planned as far in advance as possible. In making these plans definite ideas of the class of trade wanted and the best means of reaching that class will be studied. Our advertising will carry a trade slogan, and our name and the general lay-out of all advertising will be such that it will give our advertising a personality befitting the store and service. In our attempts to become noticed, we will

(8) **Paint up—Clean up** because the class of trade we are going after likes to buy its footwear in a store that looks prosperous, a store that has a new coat of paint on its front just as often as necessary, and a store where everything including the show windows and interior is spotlessly clean. To convince people that business is good and our store is the best place to buy footwear, we are going to study betters ways of trimming the windows, to try to get something absolutely new in window fixtures and show cases. Modern electric fixtures will be procured so that our store will stand out as the best lighted store in the block. Attention will be given to improved seating and general fixtures arrangements. In order that we may make necessary alterations wisely, we must

(9) **Read—Study—Plan**—and not only the proprietor, but every salesman on the floor, will be given every opportunity to study the shoe merchandising and selling problems from whatever reliable source such knowledge can be obtained. Not only will the opportunity be given, but in every way possible such study and reading will be put in the hands of the salespeople, so that by increasing their own efficiency, the efficiency of our store will be increased as well. As an important item in presenting knowledge of a useful kind, we will use our trade papers as never before. Allotted times will be arranged regularly for meeting with the salesforce to take up in round table discussion the many phases of our business and discuss new plans.

Lastly we are going to

(10) **Be Optimistic**— And why not? Business isn't rolling in just as easily as it did when times were at their best, but it's keeping up and we know it's going to keep on increasing all the time. We are living in a great country, we live in one of the best cities in the Dominion, we have as fine a class of people as can be found to trade with. They may not have all the money they once had, but they certainly will all keep on needing footwear, and we know we are in better position to supply them than any other store in town. Also because our values are good and our service the best we can attain to, we are going to think good times, talk good times, expect good times—and get good times.

Chatham Merchants on Trail of Better Business

There were six live shoe dealers among the sixty-five merchants who offered special inducements to purchasers on Dollar Day at Chatham, Feb. 22, which was held under the auspices of the Retail Merchants' Association of Chatham. The shoemen who took part were: Geo. W. Cowan, J. L. Campbell, C. E. Clements, H. G. Hodges, Carey-Lawson Shoe Co., Alex. Hall & Sons.

J. L. Campbell and C. E. Clements offered a dollar off all purchases. Geo. W. Cowan offered one dollar off on each six dollar purchase, thus, purchasers got $6 worth of footwear for $5. $12 for $10, etc. J. L. Campbell offered all button boots, Queen Quality, for $1.00 per pair. Geo. W. Cowan bulked a lot of lines at $1 per pair, among which were small sizes of womens button and lace shoes.

Special Prizes

The usual prizes were offered for the largest purchase made on Dollar Day, to the customer coming the longest distance, with the largest family, etc. The Mysterious Miss Dollar was also present to be caught by a fortunate customer who would gain $10 thereby.

The merchants of Chatham report that Dollar Day was a success. It is likely that Dollar Day will become a regular semi-annual feature. As a means of centering attention on the city from the surrounding farming territory it is probable that no other advertising event will equal it. People like bargains. Low prices will always attract.

In spite of the unfavorable conditions, the absence of Hydro, the roads in bad condition, etc., shoe merchants did a good business. However, it was thought wise to repeat the bargains on the Saturday following, but the response was unsatisfactory, showing that the advertising done previous to the regular Dollar Day was effective.

Shoe merchants are looking for an early revival of trade. Geo. W. Cowan pointed out that the men who had been idle in many of the industrial trades of Chatham are now at work again, and that the shoe merchant would soon get his share of the increased money in circulation.

Extensive alterations will be made to the interior of the store of J. L. Campbell which will give Mr. Campbell more desirable office space. A raised floor now occupying about one-third of the store at the rear will be lowered to the level of the floor at the front. A Mezzenins balcony will be built across the back and the private office and cashier's desk placed there. This will add to the appearance of the store as well as add to its conveniences.

This store has one of the prettiest fronts in Chatham. The windows are of the deep vestibule type and the backgrounds finished in antique verde green. The fixtures used are wood and are finished in gilt. Stands and plateaus are used. The floor is of parquetry pattern in oak.

Mr. Campbell believes his windows to be his best advertising medium and for that reason does not believe in crowding them. His displays are of the "thin" variety, but one viewing the display must be better able to remember the styles shown than when there are a large number shown together. The windows are lighted at night until 10 o'clock so that prospective customers prominading the street in the evening will have an opportunity to view the displays.

Mr Campbell has found it good business to specialize in narrow widths. His sales of these are sometimes larger than of the more medium widths. His rule is to fit a shoe long and that means a narrower width than when a short shoe is fitted to the customer.

"The prayer of the farmer kneeling in his field to weed it, the prayer of the rower kneeling with the stroke of his oar, are true prayers heard throughout all nature, though for cheap ends."—Emerson.

The Sole Leather Situation

Leather Market is Affected by World-Wide Conditions—Hide Prices Unduly Depressed During 1921—Cattle Shortage Will Influence Trend

By MR. H. T. SHAW
Anglo-Canadian Leather Company, Ltd.*

Doubtless you are particularly interested in the course of prices of sole leather during the next year. Prices of any one commodity must necessarily be viewed from two entirely different angles: (1) The relation of the price of the one commodity to that of all others: (2) The general price level of all commodities. I will speak first of the relative value of hides to that of other commodities.

The Cattle Shortage

Of the many reviews appearing this year, I was most impressed with that of M. F. Horine, statistician, Union Stock Yards and Transit Co., Chicago, who wrote an article on "The Cattle Outlook." Mr. Horine's argument is as follows: During the years 1916 to 1919, owing to drought and heavy slaughter for war purposes, the quantity of breeding cows in the States was reduced to such an extent that it would require six years or longer to recover and produce a normal supply of beef steers ready for slaughter. That this prediction in 1919 of impending cattle shortage for several years to come was correct is shown by figures for 1921, indicating that ten principal markets received 1,700,000 fewer cittle than in 1920. The writer goes on to state that this falling off in cattle receipts in not in itself conclusive, but points out that it follows a four-year period of tremendous cattle slaughter, a severe drought in 1919, a fall in prices and contraction in credit which would force everything to market that could be held—in short, he concluded that the diminishing cattle receipts in 1921 were due to a general scarcity of cattle.

Coincident with this shortage in cattle supply has come a decline in demand for beef. This leads me to repeat the saying so dear to the leather trade: that cattle are killed for beef and not for hides. A recent example of this truth is Cuba. Cuba used to import beef from South America. Two years ago they appeared to be heading for porterhouse steak, but now they have given up eating meat and appear to be living entirely on sugar. The result is that the Saladero establishments in South America could not kill cattle and tanners had to go without hides.

Hide Prices in 1921 Thirty-Six per cent Below 1914 level

The logical deduction from the preceding remarks is the query:—Have not hides been unduly depressed in relation to other raw commodities? The average price of hides in 1921 was 36% below that of 1914—since somewhat recovered. The average price of hides in 1921 was lower than any year for the past 19 years, except the period 1902 to 1904, which was slightly lower.

For comparison, take some other commodities, the prices for which are quoted from wholesale price table published by the National Bank of Commerce, New York: cattle, now selling at 20% decrease from 1914 levels, corn, at 30% decrease, hides, at 10% decrease, hogs, at 21% decrease, wheat at 30% increase, wool, at 36% increase, cotton at 26% increase; coal, at 120% increase; copper, no change; steel billets, 50% increase; lead, 20% increase; petroleum, 130% increase; rubber, 60% decrease; silk, 80% increase; sugar, 12% increase.

You will note that all the decreases in value as compared with 1914 are in cattle corn hides and hogs—all others except rubber (which has a peculiar history) are increases.

These statistics may suggest the possibility of hides assuming a stronger position in their relation to other commodities than they have lately borne.

Why the Shortage of Heavy Sole Leather

Some light is also shed on certain peculiarities of the trade which have become prominent during late years, namely the shortage of heavy sole leather. This would be easily explained by the cattle situation—the shortage of good heavy beef cattle. In the face of general economic disorders in 1921, falling prices in steel and other commodities, Frigorifice steers advanced 75% from the low point, and would have advanced further if the allies had not stimulated the printing of the German mark by demanding payment of their indemnities in full—which indemnities they seem to have themselves paid by the purchase of the paper marks.

The General Price Trend

Those who two years ago stated that prices were up to stay for a generation had reasons for making their statments, and those reasons are still existent and working, although they have been set at nought for a time (yet unknown) by circumstances upon which evidently too little attention was paid at that time, namely the weakness of Europe. Another way to express this is, that there are forces working to put prices up, and forces working to put prices down—the net result of all these forces determines the price level. Too little attention was paid to the weight of the down-ward force of the weakness of Europe. This consists of physical and moral weakness. Except for the actual fighting zone we are inclined to overestimate the physical damage caused by the war, and even where damage has been done "it has long been noted how quickly the capital habitually used is reproduced in a community that has been swept by war." Henry George wrote these words forty-six years ago, and the tremendous strides that have since been made in labor saving machinery and improvements in productive methods makes this statement today more emphatic. An example of this is shipping. I believe I am correct in saying there is more tonnage afloat today than in 1914.

Europe's weakness today (says Victor S. Clarke, in the Atlantic Monthly) is perhaps not so much economic as moral, and lies in its unwillingness or inability to pull together. Assuming this willingness it could and would within a comparatively short time regain its strength. As Mr. Clarke ventures the opinion that the "dead centre in Europe's recovery has been passed, and that the reconstruction

*Abstract of address before Shoe Manufacturers' Convention, Montreal.

of Russia "may prove a Great East that will serve the same function in restoring Europe's economic health that our Great West performed so well for us after our early panic eras."

To sum up, if prices are to continue low because Europe is weak, do not underestimate the possibility of Europe recovering her strength, which might upset any of our possibly ironclad opinions on the price question.

Exports to England Improve Situation

If I have said so little about sole leather it is because business is today so intimately bound up with world conditions that it is useless to disconnect them. The statistical position of sole leather is improving. On staple lines the trade has arrived at the healthy condition of depending on current receipts, and not on accumulated stock. Indeed, on some lines there is an actual shortage. After practically two years England has resumed the purchase of sole leather from this country. The English leather market was cleaned up during last year, and the shoe trade there is in very fair condition. The export of sole leather from Canada will benefit shoe manufacturer, as larger production of leather enables the tanner to cut his overhead and quote lower prices locally. It also affords a larger stock from which to select the particular leather required here.

The price of sole leather is today based on hides priced at current levels plus current manufacturing costs. From what has been said about hides you may draw your own conclusions about the prospects of any further decline. Realize however, that since we are figuring the price of leather on current price of hides (and not always getting enough price to cover that) any advance in hides must, other things being equal, be followed promptly by an advance in leather. Manufacturing costs are today above the pre-war level. The major factors of increase are in tanning extracts, freights, labor and coal—and this amounts to saying—labor. A very heavy cut has been made in these costs from the peak, and they are now quite within sight of pre-war values. For example, Quebracho extract was valued at 3¼ cents pre-war, rose to about 12 cents during the war, and is now back to 4½. Even if one is conservatively inclined it seems difficult to see how any further cuts in manufacturing costs could be anything but fractional—such as the small cut in freights which the railways may give us— and such reductions might easily be far more than counterbalanced by an advancing hide market.

"Canadian-Made Shoes"

Abstract of Address by Mr. F. W. Knowlton Before Shoe Manufacturers' Convention—Some Constructive Suggestions and Interesting Statistics

"When on the subject of Canadian-made shoes," said Mr. Knowlton, "I wish to make the broad statement that shoes made in Canada compare very favorably, grade for grade, with the product of any country if a comparison is made on a fair basis. It is not fair to compare a medium grade Canadian shoe with a high grade and high priced imported shoe, as is frequently done,

"The question of making shoes attractive to the customer is one of the principal points that I wish to dwell on, and I trust that you gentlemen, shoe manufacturers of Canada, will be willing to accept what is intended as a little constructive criticism from one who has been intimately associated with the shoe manufacturing industry of the Dominion for a little over thirty years.

"There are many small though important details in the making of a shoe which require much more attention than was the case even but a short time back. Some years ago, if a heel was somewhere on the back part of a shoe and did not come off, nothing more was required, but to-day you all know the attention necessary in connection with heels and heel seats, even to the slight variation in shape required in shoes of only slightly different styles."

Details that Count

Mr. Knowlton emphasized the necessity of care in jointing and in the moulding of the sole. Many, he said, depended too much on the levelling to produce the shape in the bottom of the shoe.

Too many, also, he stated, fastened the heel seats of the shoe before the forepart was fastened, while much better results were obtained by fastening the seat after the forepart was fastened and levelled.

Channel opening on McKays was the cause of many unshapely shoes by performing that operation at the wrong time and carelessly. The opening should not be done immediately after the moulding, but after the soles had dried, and the channel lips sponged to soften them for the opening—which should be done carefully to preserve the moulded shape.

The speaker deprecated the practice of using the same upper pattern for several different lasts, as it invariably resulted in a shoe that did not produce the true shape of the last.

In regard to stock fitting, the shape and size of the inner sole in both welts and McKays was not always given the detailed attention required, and the inner sole certainly governed the shape of the finished shoe.

There was still a little to be desired in the use of the equipment for heel and bottom finishing, with which nearly all factories were fairly well provided. Through negligence on the part of the operators, heels were sometimes given a finish that was not as permanent as is should be. Carelessness in the bottom buffing, too, often resulted in destroying some of the finer effects produced by the edge trimming and edge setting.

The importance of treeing and ironing, Mr. Knowlton declared, was paramount. Imperfections, often quite noticeable, could be skillfully removed in the finishing department, and what was a well-made but unfinished article transformed into a very attractive piece of footwear—in many cases almost a work of art. To obtain this result, it was not only necessary to provide the proper equipment, but to see that it was properly used. C width shoes could not be ironed on a B tree and produce anything but B width shoes. The upper would be reduced to B width, while the lining remained C width, and there would probably be wrinkles in the lining as a result.

"Shoes," said the speaker, "must both look well

and wear well, and it is quite possible to put these good qualities into a shoe by careful attention to details."

Footwear Production Statistics

Mr. Knowlton also had some interesting statistics to present regarding the production of Footwear in Canada. As an estimate, he placed the 1921 output at 15,000,000 pairs, which he said, was fully 25 per cent. below what it should be. With a total population of about eight and a half millions, the shoes required for consumption in Canada should be about 19,000,000 pairs, and the year 1919 was the only year since the banner year of 1916 during which the production was up to normal. This indicated that the demand for shoes in 1922 should result in something like normal production.

The number of factories had shown a little increase during the past year, the additions, however, being the smaller plants for the most part. The total number of factories in 1921 was placed at 180, the largest on record, although the average production per factory was probably smaller than in several preious years.

Quebec and Ontario together contained about 98 per cent. of the factories and produced nearly that percentage of the shoes. Taken separately Quebec Province produced about 67 per cent. and Ontario about 30 per cent.

"The present year," Mr. Knowlton concluded, "has been looked forward to as one of improving conditions, and from the experience of the last two years, it is evident that conditions must improve, and to meet those improved conditions the industry is today in a very good position to produce goods that will be entirely satisfactory, both as regards quantity and quality."

Economic Conditions and Principles

Some Extracts from the Address of Mr. Arthur Surveyor, before Shoe Manufacturers' Assn.

All financial history had consisted of distinct cycles, and, although of different duration, each cycle had consisted of the four following periods: Prosperity, reaction, depression, revival. It was not sufficient for the successful management of a business to be able to tell at what particular stage of the trade cycle the country was passing, but it was necessary to foresee how fast it would pass from one stage of the cycle to the other. To this end, a constant study had to be made of a few well-selected business indexes—though to draw conclusions from them was not always an easy matter. Among these barometers were mentioned: Pig iron production; railroad gross earnings, bank clearings, commodity prices, building permits and foreign trade statistics. Another, and one of the most reliable, was the fluctuation of the average price of twenty industrial stocks in the New York market. Further factors to be considered were reserves, deposits, the rate of commercial paper, percentage of loans to deposits and the percentage of reserves to loans; also crop conditions and probable legislation.

Disproportionate Prices

In regard to the present situation and outlook, Mr. Surveyor brought out some striking facts. There were he said, no apparent signs of immediate and complete revival of business activity. Canadian prices had fallen about 26% below peak of May 1920, but were still about 67% above the average of 1913 and 1914, while the American index was only 25% above the pre-war level. Of all the industries agriculture had undoubtedly suffered most and the average price for farm products was probably not more than 30% above the 1913 prices, compared with the general increases in the cost of other commodities of over 67%. The cost of manufactured articles was still high, on account of high wages, which were now out of proportion to the reduced cost of living. The cost of soft coal was another factor in the situation.

Favorable Indications

There were some favorable signs on the economic horizon, however. The banking situation had improved and the note circulation as well as the current loans without too great a reduction in the savings deposits. Balance of trade was more in our favor and, the premium on U. S. money had fallen in twelve months from 10% to 6% The reduction in prices of the following staple materials—wheat, oats, corn, sugar, copper, silver, rubber, wool, leather, paper and lumber—had been very drastic, and it was probable the bottom had been reached in almost every case. One of the most hopeful indications was the rise in the bond market both in Canada and the States.

Concluding, Mr. Surveyor pointed out that we had entered on a business period which would demand far more business sagacity, based on accurate information, than in the past.

Export Trade Opportunities for Canadian Manufacturers*

Mr. Poussette referred to the improvements which had taken place in Canadian-made shoes during the last few years. He stated that he had carried on an investigation among retailers in certain commodities for the purpose of ascertaining through them to what extent, and for what reason, they were purchasing foreign-made goods. Among the trades investigated, was boots and shoes, and the results were such as should be very gratifying to the shoe manufacturers of Canada. The gentleman who had charge of the investigation stated in the conclusion of his report that it was found that all the retailers were most enthusiastic about the improvement in Canadian footwear and showed themselves extremely anxious to make their purchases in Canada wherever possible.

With regard to export trade the speaker quoted trade statistics showing that whereas in 1914 the total exports of boots and shoes only amounted to some $82,000, for the fiscal year ended March 31, 1919, this had increased to $1,130,000, and for the fiscal year ended March 31, 1920, this had still further increased to $5,680,000. This was the highest figure reached, and when the commercial crisis set in, there was a serious falling off, the total for the year ending March 31,1921, being $1,441,000. For the first six months of the present fiscal year the exports only amounted to $157,782. This falling way, the speaker pointed out, while it was in part due to the world wide slump, was probably also a result of the fact that Canada's export trade in footwear had not become thoroughly rooted

*Absract of address by Mr. H. R. Poussette, Director, Commercial Intelligence Service, before Shoe Manufacturers' Association.

when the crisis set in. And it was evident that if we had wished to work up a profitable foreign business, we must start in now building it up by studying it and by forming first-class connections.

Possible Markets for Canadian-made Shoes

Amang the fields which Mr. Poussette mentioned as offering possible opportunities for export by Canadian shoe manufacturers were South Africa, New Zealand and Newfoundland. He did not think that we were getting our share of business from the latter source, considering the fact that it was within the Empire and was so close at hand. Tariff preference to the amount of three per cent. gave Canada an advantage in competing with the U. S. for business in South Africa, and in the case of New Zealand there was a similar preference. In Europe, it would be a difficult matter to sell shoes, owing to keen domestic competition, although in Belgium and Italy some prospects were held out. South America presented a more likely field, however, particularly in Argentina. China and Mexico were other possible markets, though in the latter there would of course be very keen competition from the United States.

The speaker outlined some of the advantages of export business, pointing out that it tended to even up production, inasmuch as, under normal conditions, depression did not visit every country at the one time, but when the domestic demand might be slack, the active foreign demand would help keep factories operating at usual capacity. He believed that Canadian manufacturers had the ability to go into the markets of the world and compete with other countries. Many had actually done so, and he did not think the country appreciated as much as it should the energy and determination they had displayed in competition with those who had a vast experience behind them. To succeed in export trade required qualities of a very high order, and it should be remembered that every manufacturer who attempted it took no little responsibility into his hands for the name of Canada. In conclusion, Mr. Poussette said he would like to feel that of the thirty-six shoe manufacturers on the exporters' index of his department, five or six of them could be depended upon to make a really determined effort to go after export business. With such backing, he felt sure a measure of success would be attained.

Why Organization is Needed in Wholesale Shoe Trade*

Available lists of shoe wholesalers, Mr. Lambert pointed out, placed the number of shoe jobbers in Canada at the present time at about 145, of which number there were 14 or 15 in the Maritime Provinces, about 50 in Quebec, some 50 in Ontario and 30 in Western Canada. But who was entitled to be regarded as a wholesaler? The term was used loosely to designate a manufacturer who bought small quantities of shoes to fill his line, chain store organizations, or even commission salesmen, as well as the firms which at heavy expense maintained warehouses, with considerable organizations, purchasing footwear outright from the manufacturers, carrying stocks at all times and regularly employing salesmen to sell to the retail trade. One of the first duties of a footwear wholesalers' association, therefore, would be to secure recognition of a proper status for legitimate wholesalers and to educate the trade and the public to the value of the important economic services they performed and the extent of the risks assumed and costs of operation. Probably more than 75 per cent of the shoe manufacturers in Canada looked to the jobbers to market all or part of their production and, at a conservative estimate, 50 to 60 per cent of all the shoes sold in Canada reached the retailers through wholesale distributors.

A national association of footwear wholesalers would find abundant scope for its best efforts in studying, and perhaps making recommendations to its members upon, such trade abuses as unnecessary assignments, unwarranted compromise proposals, unfair return of goods, cancellations of orders without sufficient cause, unreasonable claims for refunds or allowances, fair protection from manufacturers. The actual result of many of the loose practices in the trade to-day was to unintentionally penalize the honest and fair-dealing retailer. No one would deny that there was need for a greater measure of uniformity in respect to terms of payment, which would be of advantage to everyone concerned.

Many of these matters, the speaker pointed out, had already been taken up by the Shoe Manufacturers' Association, and while the wholesalers were just as vitally interested, they were unable to co-operate without a national organization. He believed that through co-operation with the manufacturers much of real value could be achieved along various lines—educational work, trade promotion enterprises, etc.

Then, too, there were various matters which ought to be discussed with the manufacturers, such as the possibility of uniform practice in including the charge for shipping cases in the price of the shoes, sending laces with all shoes shipped from the factories, protection of legitimate wholesalers against irresponsible persons who carry no stock and take little or no risk, etc.

Too much must not be expected at the outset, Mr. Lambert said. There would be discouragements and set-backs, but he again urged upon his hearers that never was there greater need for a real national association of footwear wholesalers and never were there greater opportunities for such an association to perform service of actual value to the trade.

*Extracts from address of Mr. Alfred Lambert, before Wholesale Shoe Convention, Montreal.

Shoe Production below Normal

In statement to Footwear in Canada, S. Roy Weaver, Manager of the Shoe Manufacturers' Association of Canada and The Shoe Wholesalers' Association of Canada, said that for the last two years the production of shoes in Canada has been below the normal requirements of the Canadian market by between three and four million pairs per year. Stocks had been greatly reduced and now were abnormally low. The public had not been buying the quantities of shoes usually required, but now were in need of footwear and purchasing in normal quantities could not much longer be delayed.

He pointed out the delay in buying for spring requirements would, with Easter only a few weeks away, be likely to create difficulties in the obtaining of certain lines that will be in strong demand

Getting off to a Good Start With a Hosiery Department

When making a new departure, it is well to get away with a bang and let the world know about it. If an actor or actress appeared on the vaudeville stage without spot-light, foot-light or orchestral accompaniment, it would be a tough proposition trying to make a hit. And likewise when a merchant introduces any innovation in his store and does not turn the spot-light of publicity on it, so that it flashes immediately into the public eye, its business-drawing possibilities are largely wasted. Dramatic effect can be made just as profitable in business as in the theatre. The appeal is being made to the same "dear public" and the same principles can be applied in securing their attention.

Demonstration of this fact was recently afforded in the introduction of a hosiery department by a retail concern on the Pacific Coast. This new feature in their store was, in the first place, widely advertised in the newspaper and by posters. Then on the day of the opening of the department a special window display was arranged, of which the effect was very striking. An exact model of one of the bill boards signs was used as a background. Fresh evergreen trees at either side and artificial grass suggested the out-of-doors. Crouching down under the branches of a tree were hand-painted life-size cut-out figures of two "cullud" boys, holding a mouse at the end of a string. The central figure was a wax model of a fashionably clad young lady, who was of course drawing up her skirts in mortal terror of the little animal and, incidentally, revealing many inches of the latest thing in hosiery. Fine wires from the ceiling held the animated figure in place.

Needless to say there were few, if any, who passed down the street without seeing and remembering this display. It became the "talk of the town" and let everyone know about the introduction of the new hosiery department.

Will Hose be Overshadowed by Long Skirts ?

The hosiery trade, needless to say, is quite wholesouled in its opposition to the return of the long skirt, which Paris stylists are seeking to establish. If the shapely calf should do the disappearing act, it would not only do much to spoil the interest and picturesqueness of our city streets, but would also make serious inroads in the demand for fancy stockings. For many concerns, it would undoubtedly spell ruin, or very nearly that. The short skirt is very largely responsible for the popularity of wool and fancy hose, which to-day constitutes so large a proportion of the output, and with its removal interest in hosiery would be killed, or at least badly mutilated.

The most powerful argument in favor of the high hem line is from the hygienic viewpoint—not from the aesthetic as some mere male might suppose. The girls are said to have become healthier since the adoption of the shorter garment, but whether the health is in proportion to the shortness is not stated. If it is, most of us can recall having seen some surprisingly healthy specimens.

It is not anticipated, apparently, that the skirt, in any event, will make such a radical descent as to overshadow the shoes, and it is certain that if it does lengthen it will only be after a hard struggle and much mental anguish on the part of young ladies with straight and graceful limbs, who at present regard the longer garment merely as a means of concealing knock-knees or bow-legs.

Features of New York and Chicago Markets

The feature of the New York Hosiery market at the present time is the demand for heather mixtures, which appears to be overshadowing everything else. Heather yarns, properly considered, are only such as embody some variation of the shades of heather whose purple, brown, green, and fadded yellow blend into one harmonious garment for uplands and moors of the old country. They came across the ocean in British-made hosiery—later, in sweaters—and their excellence of quality and possibilities of popular favor were very quickly recognized. Despite cost far beyond the reach of the ordinary consumer, goods made of imported yarns sold well a year ago—and now the inevitable imitations are begining to flood the U. S. Market.

Spinners are now heather-mad, according to the statement of a prominent expert, and the market is on the verge of being swamped with low-end cross-dyed hosiery which may work havoc with the demand of the discriminating buyer. "For you can't sell Mrs. Van der Gelt $6.00 clocked imported silk-and-wool heathers when she sees a salesgirl sporting a 68-cent imitation on her plump calves". It is declared that there are going to be some rather fetching cotton imitations of heather yarns gotten out—and probably many mixtures, which will include French blues, nigger browns, camel's hair, possibly gold, and other yet to be developed.

However, despite this adapation to the cheaper grades, it is possible that the heathers may be kept "in" by finally putting the distinctive designs only in the hands of the very elite of the retail trade.

Fawn-colored or camel's hair wools, together with the nude shades, are also named as being very much in evidence and likely to attain to a position of leadership.

In Chicago silk hosiery lines are said to be leading. Browns and grays are mentioned as very strong in women's goods, while heather mixtures are also close to the top.

"We noticed a lessening in the demand for wool

hosiery since the first of the year, falling off altogether for a time, but then it picked up again and gradually gained normal strength," states one well-known merchant. "It is now quite good again. The call for silk and lisle hosiery has exceeded our expectations. Medium priced lines are the best sellers. Young men seem to favor wool hose, but the silk and lisle lines are in preference among the older men. The demand for silk and lisle lines seems to stand out more than any other phase of the trading."

A Stimulant for Retail Shoe Business

A Designer's Viewpoint on the Situation Educational Methods that Would Help Boost Trade—High Boot Due to Return

By IRVING C. PAUL
United Last Company, Montreal

A style stimulant seems to be required in the shoe business today, and the writer believes that the innovation which will have the desired effect is the high laced or high buttoned boot. Button boots had a strong run about six or seven years ago. They were made up in all kinds of colored kid, and black kid was also used to a large extent with pearl buttons. Black velvet was another material in which this style was featured. After about two or three years' popularity they began to drop off, but one reason for this was that some of the shoe manufacturers, with a false idea of economy, began to make use of the lasts originally intended for oxfords in the manufacture of button shoes. This plan of, course, did not work out, inasmuch as the last intended for a laced shoe is differently shaped at the back and allows for opening due to the lacing. At that time also, many of the manufacturers were not alive to the necessity of getting their lasts in the proper widths. For instance, they would get a set of lasts in "B" width and another set "D" width and they would try to make these two sets of lasts cover all widths. The way they tried to accomplish this was by using the "B" width in each instance and calling it "A" in the next smallest size; and similarly using "D" width for "C".

The consequence of this was, of course, that the proper fitting qualities were not secured. The last itself was not of the proper dimensions when used in this way and the leg measurements were correspondingly wrong. The result was that the consumer found it particularly difficult to get a comfortable fitting high shoe, and was driven to the use of various types of low shoes, pumps, straps, etc.

Women Would Welcome High-Cut Shoes

But the fact that women do want high shoes during the cold weather is demonstrated on the streets every day. There are hundreds wearing gaiters and overshoes.. These for the most part lack neat fitting qualities and often give the ankle a clumsy appearance. I do not think anyone will dispute the fact that in winter weather it is good taste for a woman to wear a pair of 8½" boots either in the laced or buttoned style and that it certainly appears more appropriate than does the low shoe with over-gaiters. A well-fitting button shoe made of clinging kid leather with pearl buttons exemplifies both good sense and refinement. The strap and pump which have now been used for two or three years are bound to shortly show their effect on the ankles of the women. The tendency is when the ankles are left practically unprotected in this way for them to become larger, and this is another reason why I believe the high laced shoe is bound to come into vogue again in the near future. For the latter can be adjusted to give the necessary support to the ankle and limb that will preserve their shapliness.

Undoubtedly the appropriate mode for a woman to follow in the selection of footwear is to use the various types of low cut shoes during the warm periods of the year, but when the cold weather comes, to wear the high cuts and thus bring the foot and leg into shape again. For the evening and dress wear, of course, it is obvious that the low shoe in various styles with Louis heels are the proper thing to wear. It should be made by the turn process and be thoroughly in accordance with the style of gown with which it is worn, but when a woman goes on the street in a tailor-made suit and wears a pair of pumps with overgaiters, the combination is just as inappropriate as if the men were to wear a dress suit and a pair of brogans. Surely it is most attractive on a chilly day to see a woman wear her outdoor costume with a nicely fitted pair of 8½" boots either in laced or buttoned style. Then in the evening when she discards her tailor-made costume for evening dress she will naturally select a pair of satin or other fancy turned slippers to match her gown.

Sell Shoes for Every Occasion

I seems to the writer that the retailers could do big business if they would pay more attention to selling shoes for every occasion. They should educate the buying public so that they will not select light fancy shoes and use them for street wear but rather that they will keep these exclusively for evening wear and dress occasions and buy heavy walking shoes for out-doors.

Take the atheletic girl, for instance; the retailer has the opportunity of selling her oxfords which she can wear in her out-door activities, and which will be in keeping with her sport costume. For street wear she can be sold a pair of high shoes, and for evening wear, naturally, the turned slippers are the only suitable article. Evening slippers, however, should not really be considered as shoes in the ordinary sense of the word, but rather as an integral part of the entire costume. Their real object is more to be ornamental than to serve as a covering for the foot.

The retail shoe business today requires to be stimulated by new designs in shoes as well as by the sale of footwear suitable for the different occasions and seasons. If the shoe merchant is wide-awake he will keep in touch with the events that are going on in his community, such as dances, socials, parties, games, etc., and will then suggest to his customers shoes appropriate for these occasions. If the public can be properly educated along this line the shoe trade will get a real stimulant which will help to increase activity in every branch.

Show Card Writing—Talk No. 10

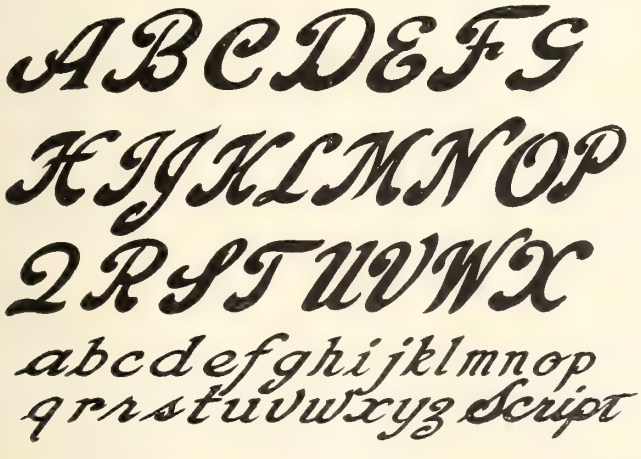
This is the tenth of Footwear's Series of illustrated talks on modern show card writing. The author of these talks has had wide experience in show card work and his hints and suggestions have, we believe, proved, of great value to beginners in the art. Inquiries to our card-writing department will be welcomed and questions pertaining to show card work will be promptly answered. We suggest that the talks be preserved and filed together for future reference.

The script is usually one of the best difficult forms of letters to grasp, yet once the principle of formation is understood no particular trouble will follow. Unlike some of our earlier alphabets script is first outlined with a comparatively small brush and then filled in as the lettering proceeds. Study each letter carefully and try to get a free easy motion to the curves.

The letters as illustrated give some idea of the simple form in which the letters can be made. However, the script permits of many variations especially in the formation of the capital letters. Study the work of other card writers and magazine advertisers to get new suggestions in developing fancy letters.

While this alphabet may prove a little confusing at first it should be remembered that it is an ornate letter that is seldom used through a lengthy card. Such a card would not only be hard to read but would take too long to write. However, when these letters are used for fancy initials they allow more variety than would be possible with most alphabets.

As will be readily noticed capital letters are never used alone, but always in conjunction with the lower case. The lower case letters will be found to be much easier of formation than the larger capital letters. Proceed in the same way as in making the larger



letters by forming the outlines first. Much of the success in getting this alphabet is the finished swing of the letters. Care should be taken that the slant of the letters is the same throughout the complete lettering. This will require considerable practice but the results will be well worth the effort.

If the reader has worked faithfully on the preceding lessons by this time he should be able to master this alphabet with comparative ease. Don't neglect to keep your color in good working order and wash out your brushes thoroughly each time after using.

The "Spring Style" card illustrates a very popular style of layout for a few words, and gives some idea how the script letters can be worked in with various other alphabets on one card. As a general rule two or three words similar to the way the script alphabet is used on this card is much the better way to make use of script.

It will also be noticed that we have used an ex-

ceptionally wide border on our "Spring Style" card, which adds much to the attractive appearance. In a card of this type the main word "Spring Styles" would look well in a red or blue color, with a gray or light green shade and border, leaving the smaller words in black. Try making a copy of this card using the colors as suggested.

A Footwear Economy Contest

A simple plan for giving his store desirable publicity was instituted by a shoe merchant in a western city recently. He was handling a special brand of footwear and in order to make it known to the public and at the same time advertise the quality of the shoes, he conducted a contest to determine what customer got the most wear out of a pair of shoes. The contest was confined to two types of shoes, one a woman's and the other a man's.

The winner of the men's prize happened to be a rather prominent citizen and, of course, his statement as to the amount of wear he got out of the shoes was unquestioned by the public.

The prizes offered were fairly expensive, but the advertising secured as a result of the contest represented a splendid return on the investment.

The Manufacture of Rubber Footwear in the Plant of Gutta Percha & Rubber, Ltd.

The Origin of the Raw Material, its Preparation for Commercial Uses, and its Application to the Production of Footwear and Rubber Heels, as Exemplified in One of the Most Up-to-date Plants of its Kind, are Briefly Outlined in the Following Article

Romance and rubber! They may not strike the reader, at first glance, as closely related ideas. We generally associate romance with love and war and political intrigue and adventures of exploration. But in the vicissitudes of industry and the ordinary course of its operations, by which raw materials are gathered from the four corners of the earth and transformed into finished products necessary for the health, comfort and development of mankind, one may find tales as enthralling and achievements as remarkable as any that exist in the writings of historians or novelists. Of this the rubber industry furnishes an outstanding example. In the following paragraphs we have tried to outline, very briefly, its story—with specific reference to footwear—from the hevea tree to the raw rubber store room at the factory, and from thence to the packing room, as exemplified in operations of one of Canada's largest and most modern rubber companies, Gutta Percha & Rubber, Ltd., Toronto.

Twenty-five Years of Growth

It is about a quarter of a century since the concern in question established a rubber footwear department in connection with their factory in Toronto, the late H. D. Warren being responsible for its introduction. Great developments had taken place along the line of rubber footwear manufacture in the States, and the then chief of the company saw that there was a real opportunity for enterprise along the same line in Canada. Previously the rubber footwear turned out in this country had for the most part been of a crude, and, as we would judge it to-day, very unsatisfactory type. While no doubt it served to keep out the wet, its outstanding characteristic was clumsiness. Realizing these conditions and the fact that the developments which had taken place in the States toward the end of the nineteenth century, due to improved methods of vulcanizing and compounding rubber, permitted the introduction of a higher class of rubber footwear, the late Mr. Warren determined to manufacture and place on the Canadian market, goods of the best grade that could be produced by the improved processes. As a colleague in this undertaking, Mr. Warren selected Mr. C. N. Candee, who has since risen to the position of President of the concern, in which he started as an employee.

The company, from the start, was satisfied with nothing but the best in equipment, in methods, in materials and the finish of the product. Consequently Maltese Cross rubber footwear came to stay.

The company's factory at the head of O'Hara Avenue in Toronto is a very large and splendidly equipped establishment. The whole plant covers several acres, and a large section of it is devoted to the rubber footwear end of the business alone. Here all the Maltese Cross lines are turned out, in addition to the company's Outing Brand goods. A representative of "Footwear" recently had the privilege of a trip through the plant, and was shown how it is all done. We would like all our readers to have the same opportunity, but that being impracticable, the next best thing is to tell them about it.

First, however, to make the story complete, perhaps we had better go back a bit, and learn a little about the raw material, whence it comes and what are its characteristics.

The Origin of the Raw Material

In comparing a rubber footwear facory with a leather shoe plant, one of the things that immediately strikes one is that it comprises a larger scope of operations. The leather shoe manufacturer receives his leather tanned and ready for use, while the rubber shoe manufacturer imports crude rubber and the scores of different ingredients that go into the compound, and has to put these through a variety of processes before the product can be employed in the manufacture of footwear, or indeed for any other purpose. Whence comes the crude rubber? From the forests of South America, or the plantations of the East Indies. It is interesting to note that at one time Brazil produced nearly all the rubber used for manufacturing purposes, but about the beginning of the present century Brazilian Hevea trees were introduced into the East Indies, and the output from these plantations now forms the main part of the world's production.

Collecting and Curing

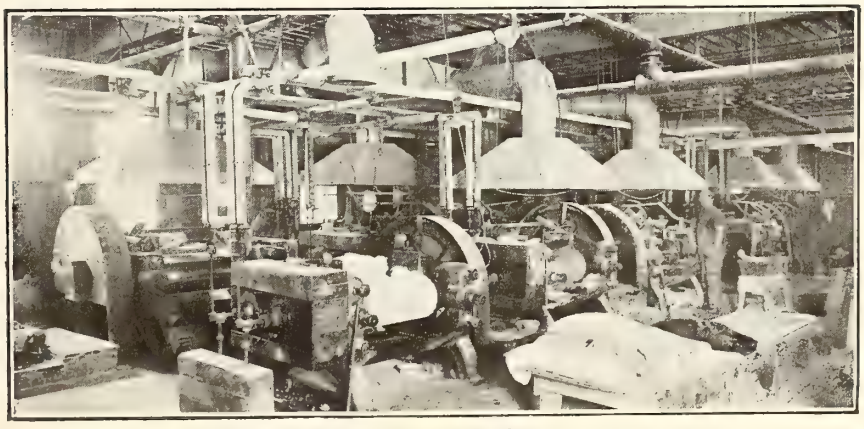
Rubber, as it comes in its original state, from the tree or the vine, is in liquid form. The South American Indians collect this liquid, or latex, in cups, and in order to convert to a solid form for transportation, treat it by smoking over a fire of palm leaves and nuts. A paddle is dipped in the latex and it is held in the smoke until it is dried and cured, then the paddle is dipped again, and again the rubber is smoked, and so on, until finally a biscuit of one or two feet diameter is produced. This biscuit is then split to remove the paddle. In the curing of the plantation rubber in the East Indies a more scientific method is used, the latex being poured in shallow pans with acetic acid, or some vegetable liquid containing a similar acid, which causes the rubber to come to the top in thin sheets. These are dried, pressed togther and packed for export. In some cases the sheets are smoked before being packed.

The plantation rubber reveived from the East Indies is clean and ready for use, owing to the manner of curing, but the rubber received from South American and other sources, has to be thoroughly washed before it can be subjected to any manufacturing process. For this purpose the rubber is first cut in small pieces and softened in vats of hot water, and is then run between corrugated rollers, with teeth which tear the rubber apart, while running water carries away the particles of dirt and grit. Finally it is rolled out in thin sheets and hung up to dry.

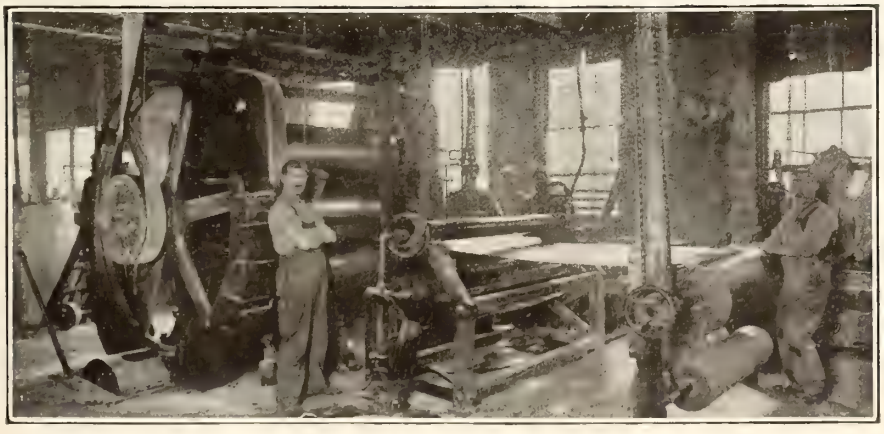
It is then ready to prepare for commercial use, and

A corner of the raw rubber storeroom where are stored various grades of the crude material. In the foreground are shown some of the Para "biscuits" from South America, while further to the rear are the flat sheets from the rubber plantations of Ceylon.

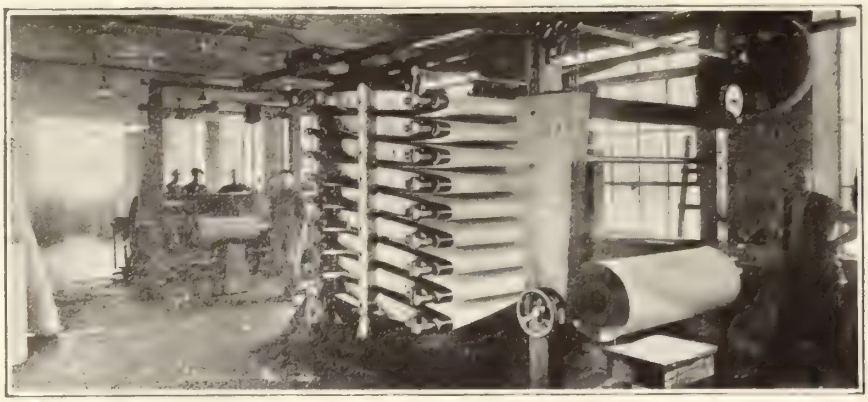
After the rubber is washed it goes to the compounding and mixing room, a view of which is shown herewith. Chemical ingredients are here added in preparation for the vulcanizing process, the compounds being varied according to the purpose for which the finished product is required



In the milling room the rubber with the compounds added is passed through mills with heated rollers until the whole is thoroughy mixed and of even consistency



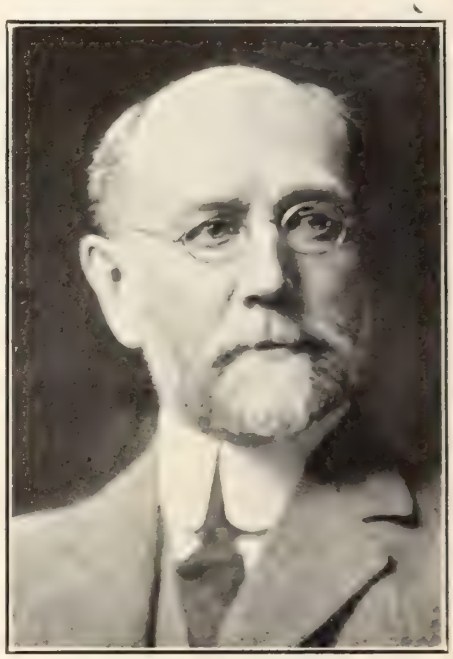
This picture shows one of the large calendering machines to which the rubber is conveyed after it has been milled. This machine rolls the rubber out in a very thin sheet and impresses upon it the patterns for uppers or soles as required.



Right — Fabric Dryers

Below—View of the sole cutting room

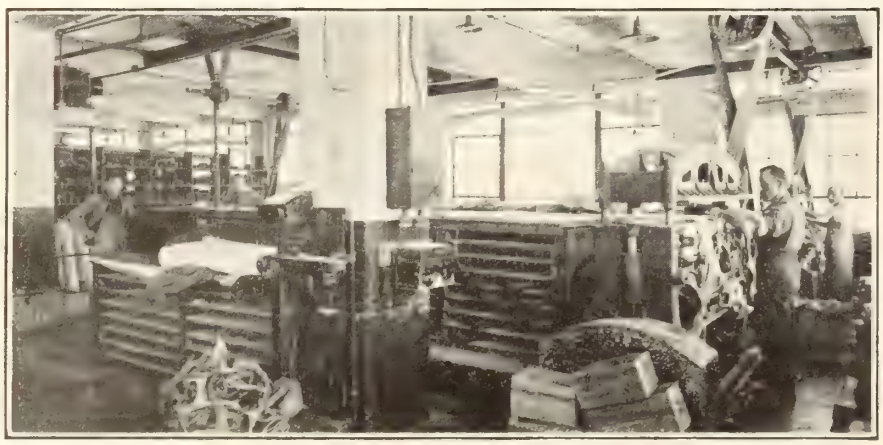
Above—View of

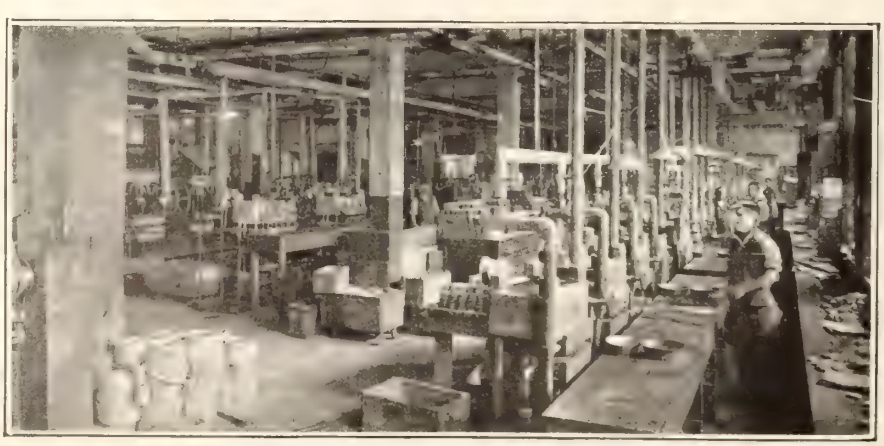


Mr. Chas. N. Candee, president and managing director

GUTTA PERC

Below—T





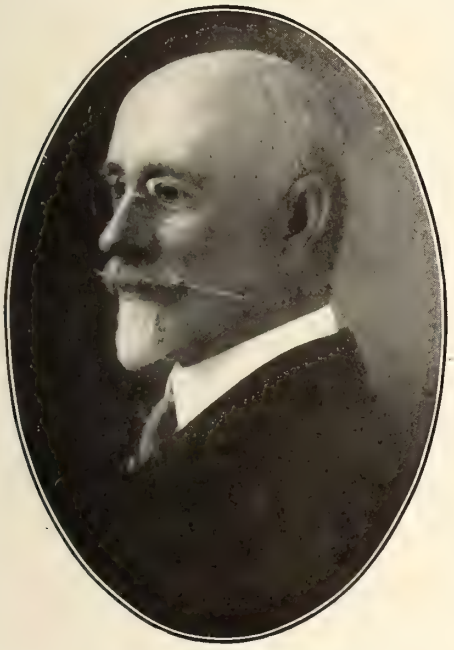
Above—Insole Dieing room

Right—Heel pressing room

er cutting room

Left—The boot-making room

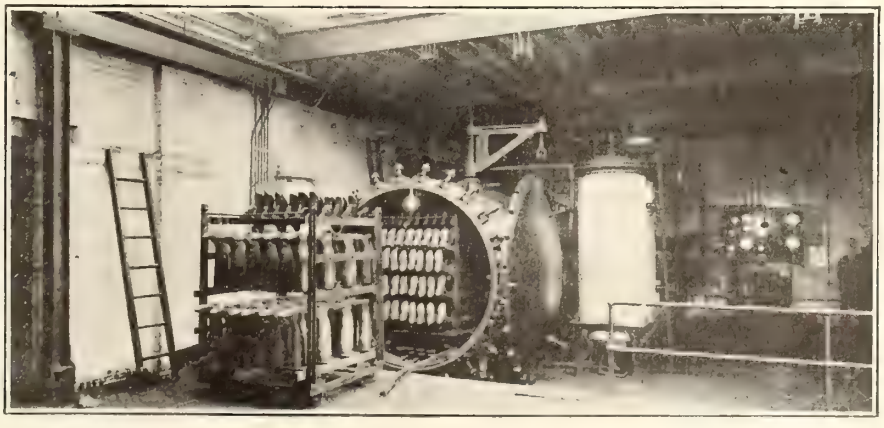
Below—The upper fitting room



Mr. R. H. Green, secretary and manager of the shoe department

& RUBBER, LTD

king room



Above—The varnishing room

Left—Pressure cure chambers

it is the processes through which it is next passed that largely decide its value for the purpose for which it is required. It has to be mixed with various substances which give it certain qualities that make it suitable for the wide variety of uses to which it is put. In the mixing room of Gutta Percha & Rubber, Ltd., there is a long row of large tubes or chutes leading from containers in which are stored the ingredients used in the different combinations for the manufacture of finshed rubber. To read the list of these chemicals does not make us much the wiser; suffice it to say that sulphur is one of the most important ingredients employed. The raw rubber is placed in metal boxes holding baches of approximately 100 lbs., and the various materials necessary for producing the required compound are supplied from the tubes. These batches are then carried on electric trucks to the milling room, where they are passed through mills, with heated rollers. This softens the rubber and mixes the whole batch together, and as the rubber adheres to the rollers in a thick sheet, the operator keeps slicing it off and passing it through the rollers again, until finally the whole is of even consistency and thoroughly mixed, when the sheet is removed.

We will now follow the progress of this sheet of raw rubber which has just been milled and, we will presume, compounded with the various ingredients required to produce the compound most suitable for use in the upper or sole of a rubber shoe or boot.

The Calendering Machine

This sheet is conveyed by electric truck to another milling room where it is delivered to the operator of a shoe calendering machine. This machine has heated rollers, on one of which is impressed the patterns of the upper or sole, as the case may be. The heavy sheet of rubber is passed through this calender, and is rolled out very thin, finally passing over the roller on which the shoe patterns are impressed, and being carried through a vent in the ceiling to the cutting department on the next floor. The rubber, being in a soft and heated state, retains the impression of the designs, and when it afterwards comes to the cutting room, it is only necessary for the operator to follow the impressions with his knife.

The rubber as it is received in the shoe cutting department from the milling room in a continuous sheet is dusted with a whiting on the upper side to remove its adhesiveness, and is cut in suitable lengths, placed in canvas covered frames to preserve it from dust and dirt, and supplied to the shoe cutters as required.

Impregnating Fabrics with Rubber

In the milling room many other operations are carried out in the preparation of materials for the use of the cutters. Fabrics, for use as stiffners, etc. are impregnated with rubber; others, to be used as linings, are coated on one side only. In this operation, sheets of cotton or a heavy quality are passed through large calenders, to which, at the same time, soft rubber is fed. Whether the fabric is completely impregnated with the rubber, or merely coated on one side, depends upon the pressure to which the rollers are set. When the calender is operated under heavy pressure, the rubber is squeezed right through the fabric. The rollers in all cases are steam heated.

In the cutting room, one sees some of the deftest and swiftest hand work that can be imagined. The rubber sheets upon which the patterns have been impressed are delivered to the cutters, who operate at tables sheeted with zinc. They use very sharp knives, and cut out the uppers with a speed and accuracy that seems quite mechanical. As the parts are cut, they are placed in cloth books and taken to the shoemaking room.

Cutting the Soles

For the soles, thicker sheets of rubber are of course used, and the composition is also different owing to the different wearing strain to which they are subjected. Where large quantities of soles of the one shape are to be turned out, steel patterns are made, and they are cut by machine. The cutting machine has a vertical knife, set at a slight angle, which runs around the edge of the pattern, and cuts out the sole, its operation being somewhat similar to that of the sole trimmer in a leather shoe factory. Where smaller quantities of the one type of sole are required, the cutting is done by hand, sheet iron patterns being used, while some rubberized fabrics are cut with maul and die.

Now let us proceed to the making room. In the making of rubber footwear, as is the case with every other type of shoes, the last is the foundation of the process. For the lighter grades, female labor is largely employed, but in the heavier work of making lumbermen's boots, and the like, the superior strength of the male operator is found necessary. Let us watch the processes in the making of a pair of Maltese Cross Rubbers.

Making a Pair of Rubbers

First the operator takes the last and over it stretches the lining. The edges of the lining are lightly coated with rubber cement, and at the back they overlap, the cement joining them firmly together. Then the insole is applied to the last, and the lower edge of the lining cemented over it. Next the various frictioned parts are added which strengthen those portions of the rubber on which the greatest wear comes. When this has been done, pure rubber facing is applied over the entire shoe, and the whole is very thoroughly rolled with a small steel hand roller to remove blisters and loose spots in the upper. The rubber is now ready for the application of the sole.

The outsole is first coated with rubber cement and allowed to dry, after which it is applied and thoroughly rolled. This completes the making process in the manufacture of the rubbers, except for the varishing and curing. In the production of the heavy rubber boots, exactly the same principles are applied.

Canvas Rubber Soled Footwear

The canvas goods are the most rapidly and simply made of all the products of the rubber footwear factory. The uppers are fitted in the same way as the uppers for a leather shoe, by means of power operated stitcher. They are applied to the last in the same manner as the linings for a rubber, the edges being cemented and lapped over the insole. After this is done the lower edge of the canvas is cemented for the application of the rubber upper—as it is called. This is the strip of rubber all around the shoe just above the sole. The upper being thoroughly rolled in place, the outsole is then applied and secured by the same means. It is then stitched around the edge—the stitching is simply the impress of a small indented wheel which the operator runs around the shoe for the purpose both of making the join more firm and giving a finished appearance—and the shoe is then complete, but not yet ready to wear.

One of the most important processes in the manu-

facture of rubber footwear is the vulcanizing. When the various chemicals are mixed with the rubber, the compound is produced which is required for a certain purpose, but it is not until the curing takes place that the nature of the rubber is radically changed, and it develops those qualities which are characteristic of the finished product—elasticity, homogeniety, and toughness.

The shoes come from the making room to the curing department, on large racks, where they are first immersed in tanks of varnish, after their removal from which they are allowed to drain, and are then ready to be cured.

There are two systems of curing. One is the old fashioned open-heat method, in which the rack with the shoes is run into a chamber lined with steel, with steam-heated coils underneath, and allowed to remain there for several hours, while the temperature rises to over 200 degrees F., and is then gradually cooled off again. This system brings about the vulcanizing of the rubber, which the main object of the curing process, but there is a more modern method which has decided advantages. This is the pressure system, which involves the use of air-tight steel tanks, into which live steam is introduced. The racks are run into these tanks, and the steam is turned on, and the curing is thus effected under high pressure. This produces a more compact and solid quality of rubber than the open-heat system, as the moisture in the shoe is given no chance to expand and open the pores of the rubber.

When the rubbers are removed from the tanks, there is one last operation to perform, the trimming of the lining around the top of the upper, after which they are ready to be packed and shipped out to serve Maltese Cross customers throughout Canada, and in many foreign countries.

The cartons in which they are packed are made right on the premises, for the Gutta Percha & Rubber plant is complete and self-contained, as far as it is possible for it to be.

The Rubber Heel Department

There are still one or two departments of the plant which we have not visited. One is the rubber heel making department, where the well-known Maltese Cross heels are turned out. It is a speedy and not very complicated operation, but one will be of interest to every shoe man. By means of dies of the shape of the heel, pieces are first cut from sheets of uncured rubber of the required thickness. These pieces are supplied to operators who proceed to make the heels in batches. In the making of a batch of heels, three cast iron forms or moulds are employed—the base, the form, and the top. The base has a number of pins with shoulders upon which washers are placed. The centre of form plate is then set in position, and in it the blank heels are placed. The upper form is next placed on top, and the entire set is put in a press which forces all tightly together. This causes the pins, with the washers, to penetrate the heel to about half its depth. As the forms are quite hot and the rubber is not yet cured, it flows around the washers, and when the forms are removed, the washers remain imbedded in the centre of the heel, providing the required support for the heads of the nails used in attaching it to the shoe. The top form has a convex portion on its surface, which hollows out the heel in the centre, and thus procures a greater resiliency in walking.

The quality of the rubber used in Maltese Cross rubber heels and the pressure curing process to which they are subjected is responsible for the wear-resisting qualities for which they are noted. The company has a capacity for turning out thousands of pairs of heels per day.

Rubber Reclaiming Department

As mentioned previously, reclaimed rubber is very satisfactory for certain purposes, where elasticity is not one of the required qualities. Where it is merely frictional wear that the rubber is to be subjected to, the reclaimed product is just as desirable as the entirely new rubber. In view of this fact, Gutta Percha & Rubber, Limited, established a number of years ago one of the most up-to-date reclamation plants to be found on the continent. For a long time rubber once used disappeared into waste piles. To-day the price of the used product is such that it is carefully gathered and tranported to reclaimation plants in order that the material may be extracted and used again. The Gutta Percha & Rubber, Ltd., have a three-storey building devoted entirely to this purpose. The waste rubber is first of all carefully sorted and then run through machines which disintegrate it thoroughly, breaking it up into small particles. These fragments are next passed through a machine which extracts the metal products such as buckles, washers,etc. often to be found in waste rubber. Large magnets attract the pieces of meteal as the broken up fragments of rubber pass through. Not a particle of metal remains in the mass, which is then passed into chemical tanks where the fibre is broken down and eliminated by treatment with acids or alkalis. This destroys the cotton fabric. The pulp is then turned into devulcanizers and steam forced through it to thoroughly break up the fibre, dissolve the free sulphur and saponify the other substitutes that may be mixed with the stock. The mass is then passed into long troughs in which are revolving arms or spindles and the product is freed from sand by a churning process. The freed rubber is then passed into washers and thoroughly cleansed, after which it is dried and sent to the rubber mill.

This completes our trip through the rubber footwear department of one of the most complete rubber factories on the continent. We trust that through the medium of the printed page we have been able to impart to our readers at least a little of the interest and educational value which would result from an actual visit to the plant itself.

Essential Qualities in the Successful Executive

A wide-awake young business man, head of a successful chain store system, in a recent article in the Dry Goods Economist had some pertinent remarks to make regarding the essentials to merchandising achievement. They hit the nail so squarely on the head that we are printing them in part below:

"The really efficient executive can never stop studying. He is ever seeking information that will afford him a clearer picture of business as a whole; he endeavors to improve his perspective; he tries not only to keep pace with his business but to keep at least one step ahead of it. And to this end we see him perusing business literature, trade papers, and so on, on the lookout for improved ways of doing things, for information as to what his competitors are doing, for the knowledge that he must have in order that his decisions may be wise and timely.

Continuing Discussion on Shoe Fitting

Considerable interest has been aroused in the discussion on "Correct Shoe Fitting" which has been running in recent issues of "Footwear." Here is what Mr. C. F. Rannard, Winnipeg, has to say on the subject:—

The longer I am in the shoe business—and I have just completed my eighteenth year—I am the more firmly convinced that proper shoe fitting is most important. There is no doubt that many people, particularly young boys and girls, are crippled by being improperly fitted. Of course this is not always the fault of the sales clerk. In fact it is more often the fault of the person who is going to wear the shoes, in my opinion.

I don't think correct fitting of shoes is confined to any one set rule. I believe it is like all other things—you take into consideration the points of contact; and the foot has three points of contact. The salesman's idea must be always to get the foot properly placed in the shoe, and to do this he should note these three things:

(A) Carefully observe how the foot sits in the old shoe, and the size of the old shoe.

(B) Take the size stick and properly measure the length and width of the foot.

(C) Carefully observe how the foot sits in the new shoe, so that the heel and the ball measurement are in the proper place.

The stick should be used first, and then the sales clerk should be sure to see that the foot sits properly in the shoe. To do this, the salesman must have a first-class knowledge of feet so that when the old shoe is taken off, he should be able at the first glance to form an opinion of the foot, and if it did not sit in the old shoe properly, see that the defect was corrected by the performance of the above.

I would not be in favor of eliminating the stick for measuring. I think it is of great assistance to the salesman or saleswoman, but, as I have tried to point out, even these two things should not be wholly relied on, but he should survey the situation as far as possible, so that the foot is properly fitted, and the sale will prove satisfactory.

Another shoeman, Mr. Percy Playman, of the Hudson's Bay Co., Edmonton, Alta., has the following interesting remarks to contribute to the discussion on "Correct Shoe Fitting."

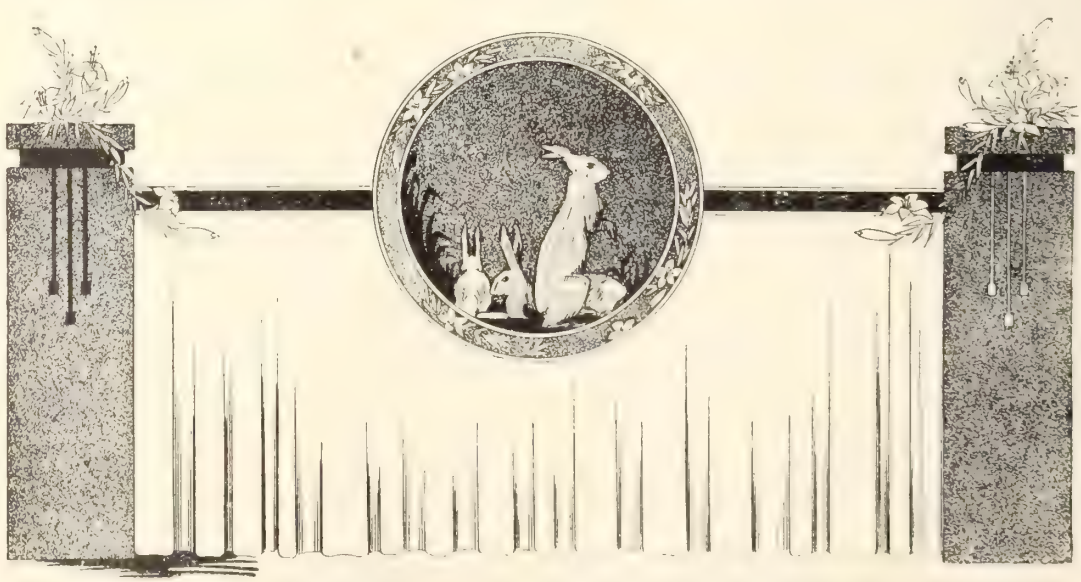
"All feet have a varying degree of strength. The size measuring stick, when used with the full weight of the body on it, will not tell strictly the length of the foot, but the amount of strength to the Longitudinal Arch (if any). Fitting shoes to the length of the Longitudinal Arch is important if the ball of the foot is to rest at the correct spot which every last provides. Another point I find useful to keep in mind is, sufficient room for the Great Toe to allow the proper functions to be called into play whilst walking. To allow these functions to perform naturally, the Primary Line, better know as the Meyer's Line, must be kept straight, the line passing from the point of the Great Toe through the centre of the Great Toe joint (First Metatarsal) emerging at the centre of the heel.

"I find by keeping these points in mind, it is a guide to select the correct last. The foot when fitted, controls the shoe instead of the shoe controlling the foot, which is very often the case."

People's Shoe Store, London, Changes Hands

The People's Shoe Store, Dundas St., London, Ont., has been purchased by Mr. E. B. David, a live retailer with wide experience in the business. Mr. David and his father, the late Mr. E. David, were the founders of the business of E. David & Sons at Bridgewater, N. S., which included clothing, gents' furnishings and footwear. This was in the year 1908. In 1913 a branch store was opened in New Glasgow, N. S., which four years later became the firm's main establishment, the store in Bridgewater being disposed of in 1917.

Mr. E. B. David, in 1920, sold his interest in the E. David & Sons concern, and began the year 1921 by the purchase of the shoe business of F. J. Ramsey, Dunnville, Ont., which he still continues to operate. It is his intention, however, to sell out in Dunnville, Ont., once the London store is properly established.



A Window Background Suggestion for Easter—from Frank P. Taylor's Book of Shoe Window Displays

Why Shoes Wear Out

Probably no article of wearing receives more hard usage and ill-treatment than footwear. A customer will buy a pair of shoes and wear them continuously in all kinds of weather and under all sorts of conditions—getting them wet and drying them before a hot radiator—and yet will be quite disgruntled when in due course they show signs of wear.

Then it is that the shoe merchant begins to receive complaints. But much of the trouble that decends upon his head might be eliminated if the public were shown how unreasonable it is to expect unlimited service from footwear, particularly when the proper measures are not taken for its preservation.

With a view to educating the public along this line, one retailer issues a little four-page folder under the title, "Why shoes wear out," in which he drives home a few facts calculated to make the reader treat his shoes with a little more consideration. Here is the point this merchant makes:

"The average step is 26 inches. This means 2437 steps to the mile, or 12,185 in a five mile day. A person weighing 160 pounds has pounded into his shoes, in one day, 947 tons and 1,600 pounds of meat, bone and troubles, and all this he carries above his shoes. Men buy three pairs of shoes a year on the average. A steel hammer weighing 160 pounds coming down at that rate for fourth months would have to be renewed each day and would have to be fished out of the deepest hole in the earth at the end of that time.

Prize Emblem

Here is the emblem which has been adopted by the Shoe Manufacturers' Association of Canada and which received the $100 prize offered in their contest, having been singled out from 700 others. It symbolizes the spirit of persistent progress which

characterizes the industry, and while it renders tribute to the painstaking thoroughness of the hand shoemaker of yesterday, indicates the great forward step that has been taken toward the goal of efficiency.

Obituary

Many members of the industry will wish to join with us in extending their condolences to Messrs. G. W. and A. Beaufoy, of the Eureka Shoe Co., Three Rivers, Que., who have been bereaved through the death of their mother, Mrs. G. H. Beaufoy. The late Mrs. Beaufoy, who passed away on Feb. 25, was sixty-nine years of age.

Making Business Good

It is inspiring to read of the achievement of the National Cash Register Company in putting across their big sales effort to keep the plant operating full time. The heads of the company were determined that the N. C. R. should continue doing business as usual, despite the wave of depression. The sales' staff were called together and their co-operation was solicited. The management put it right up to them to keep the factory busy. Did they respond? More than two hundred salesmen, in Canada and the United States, exceeded the amount of business that was allotted to them as their quota for the year 1921.

A Silver Wedding

Seventy-five of the members of the shoe and leather trade of Quebec expressed their feelings of friendship and respect for one of the best known members of the trade, Col. J. A. Scott, and his wife, when they journeyed to their home at Breakeyville and joined in the celebration of their Silver Wedding on February 25. The party brought along their own staff of culinary and other experts and took charge of the

Col. J. A. Scott

whole proceedings. Presentations were made to every member of the Scott family, with appropriate speeches by Mr. O. Goulet and Mr. F. Marsh, the former in English and the latter in French. Others who spoke were Sheriff Blouin, Mr. J. Lucien Borne, Mr. H. Gale and Mr. Lagueux.

Cost of Doing Business Statistics

The Bureau of Business of Harvard University has been doing valuable work every year in compiling figures regarding the cost of doing business in shoe retail stores in the United States and Canada. Questionnaires have been sent to many retailers asking their co-operation in furnishing information regarding the operation of their business during 1921. Figures supplied are kept absolutely confidential, and those who co-operate receive in return the complete analysis of the cost of doing business worked up by the Bureau. The Bureau will be glad to hear from any retailers who would care to work with them in this regard.

The Griffin Mfg. Co. are following up their advertising to the retail trade with a campaign of publicity to arouse the interest of the buying public in their various lines of polishes.

Eighteen Years of Achievement

The Story of Rannard's, Ltd., from New Year, 1904, till To-day is One of Uninterupted Progress

Eighteen years has the business of Rannard Shoe, Ltd., Winnipeg, been in the building—not a long span of time considering the fact that to-day it is one of the biggest and best known in the entire Canadian shoe retail trade. Yes, with the passing of 1921 and the coming of 1922, Rannard's entered its nineteenth year of progress. It has made history, commercially, and has greater chapters of achievement to write than it has yet written.

It was on December 31, 1903, that the business began. The Kilgour Rimer retail store, at the corner of Main and James streets, was taken over on that date, and was first operated under the firm name of Rannard and Chapman. The business grew with surprising rapidity and within ten years embraced three down-town stores—two on Portage Ave. and one on Main St. The incorporation under the present firm name of Rannard Shoe, Ltd., took place in February, 1913, with a paid up capital stock of $150,000, and the present officers are C. F. Rannard, president and managing director, and A. B. Rannard, vice-president and treasurer.

We have not the figures available to make comparisons—and comparisons of course are not to be

C. F. Rannard

commended in any case—but it is probably safe to say that no other exclusive shoe concern in any one city in the Dominion can claim to exceed Rannard's, Ltd., in volume of business. And that business, the management states, has been built up on advertising. To-day the firm is almost a civic institution; its name is a household word in Winnipeg, and is not unknown in other towns and cities from coast to coast. That's an instance of what can be achieved by live publicity wisely administered by the man who owns the business.

The Kind of Stickers Every Merchant Wants.

Rannard's do a large mail order business all over the country, but particularly in cities, towns and villages throughout the Western provinces, and what is still more remarkable, they sell a quantity of shoes outside the Dominion entirely. Ex-Winnipegers now living in Hawaii (in the Pacific Ocean) and in the West Indies (in the South Atlantic Ocean) continue to buy and wear Rannard shoes, and there are even families living in England, who still send to Winnipeg for their footwear requirements.

There was some captain of finance—we have forgotten his name for the moment—whose advice to his son, "Always accept your discounts my boy—always accept your discounts," is frequently repeated, and probably not frequently enough followed. Rannard's, however, have demonstrated that it can be done. During the eighteen years of its business life, only two drafts were renewed for a period of thirty days. The firm has been as careful as possible to confine its dealing to dependable manufacturers, and, on the other hand, have made the manufacturers realize that they could depend on getting their money on a cash basis due date.

Internal Harmony.

Another factor in the building of the firm's business is a live and loyal sales force. The staff to-day in the three stores numbers over thirty, and there is an excellent feeling of comradeship between the members and the management. A tangible evidence of this sentiment was shown at Christmas time, when the staff presented Mr. C. F. Rannard with a handsome solid leather travelling bag as a token of their good will and appreciation. The personal element again! Mr. Rannard combines an almost unlimited fund of enthusiasm, with genuine good nature and geniality, and something of the same spirit has been communicated to the whole organization.

Each of the three stores set a new record both in number of sales and dollars and cents turn-over on the day before Christmas. The day before Christmas 1920 had been the previous record, but that was left well in the rear.

Hand-made Turn Sport Oxfords a Feature of O. & E. Spring Goods

The Owens-Elmes Manufacturing Co., Toronto, are showing among their spring samples a new line of sport shoes, in attractive combinations—suede, for the most part, with patent and calf. The patterns are varied and interesting, aprons with tips to match being a prominent feature. This line is something of an innovation, inasmuch as the shoes are made by the turn process, which is extremely unusual in this type of footwear, and while they achieve the sporty effect which will be in demand for wear with the smart spring toggery already appearing in the windows of the costumiers, they are very light in weight and almost as dainty in their way as an evening shoe. The flat wood heel, covered, is one of the striking points which distinguish this new number.

White kid, white calf, white reignskin and white beechtex are shown in many of the O. & E. samples, in anticipation of the vogue for white in the summer. Patent is also pominent, of course, and the firm is prepared for a fairly good demand for greys this spring. A pleasing sand shade is another of the colors they are expecting will "take."

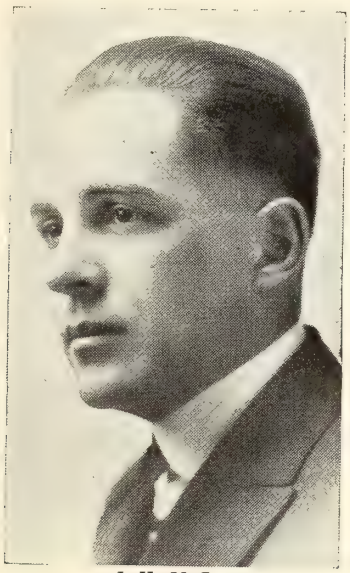
A good name is rather to be chosen than great riches; but there is no law against acquiring both.

New Sales Manager for Owens-Elmes

Mr. J. H. McGee, formerly buyer and sales manager of the Rannard Shoe Ltd., has severed his connection with that firm to join the staff of the Owens-Elmes Manufacturing Co., Ltd., of Toronto, makers of women's fine hand turn slippers.

As a young man of 18, Mr. McGee joined the staff of the Rannard Shoe, Ltd., eleven years ago, coming to Winnipeg from Toronto, where he was employed in the Shoe Dept., of the T. Eaton Compay.

He served three years Overseas as a Lieutenant in the Royal Air Force, and upon his return to the Rannard staff, after the War, was made Assistant Manager, and later when Mr. M. A. Cafferky resigned, Mr. McGee was promoted to Sales Manager and Buyer for the Rannard Stores, a position he has most ably filled.



J. H. McGee

Upon leaving the store Saturday he was presented with a beautiful black walrus leather club bag as a parting gift from the employees of the Rannard Shoe, who to the last man were numbered as his friends..

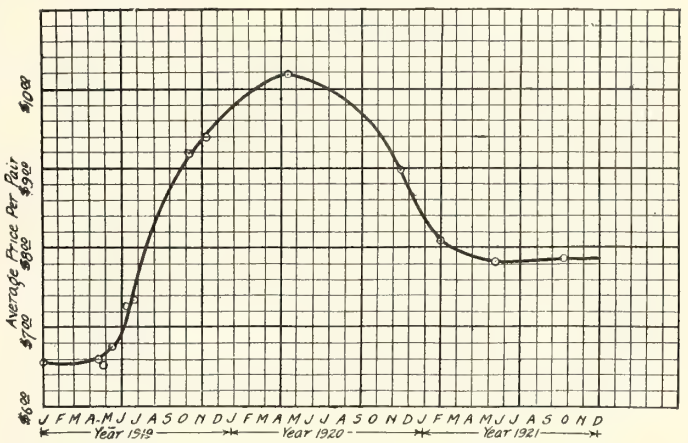
Mr. McGee has taken up his duties as Sales Manager with the Owens-Elmes Manufacturing Co., His territory will be the whole of Canada and the larger cities of the U. S.

A host of friends will wish him good luck and the success that will assuredly follow his new business connection.

Picking the Goods that are Advertised

"I always insist on the goods advertised, for I know the manufacturers and jobbers pick out the best numbers to put in their ads, just as we do in our store ads," said a live merchant recently.

We know of two wide-awake stores, also, who have assigned to a particular member of the staff the job of going over the trade magazine advertising, and marking advertisements of any new lines of merchandise for the buyers' attention.



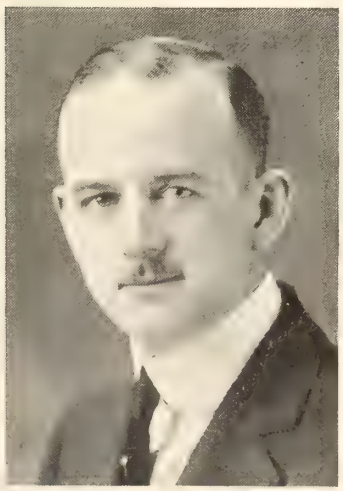
The above is an interesting chart prepared from figures supplied by a well-known manufacturer of women's high-grade footwear. It shows the trend of prices of this firm's goods during the years 1919, 1920 and 1921, based on an average of all their lines.

Free Shines Attract Women to Shoe Store

One progressive shoe retailer has hit upon a plan which he is convinced is pulling a goodly volume of new business to his store. He has partitioned off one corner at the rear and installed a modern shoe shine parlor advertising extensively that any lady patron of the store may have her shoes polished free of charge.

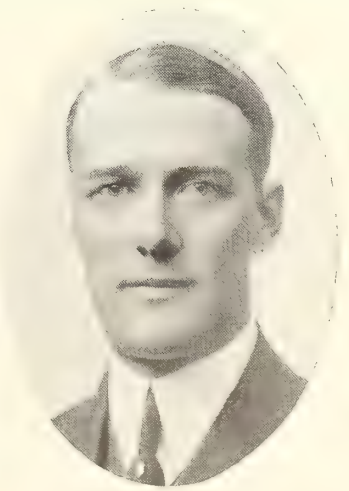
This merchant features up strongly the reluctance of most women to use the regular shoe shine stands and emphasizes that in his store women can have their footwear made like new without feeling under obligation.

Only patrons of the store are supposed to use the stand but it is impossible to draw any distinction and all ladies are given the same service whether customers or not, the manager taking the attitude that even if the woman who has her shoes cleaned is not a regular patron she is getting used to coming to the store and will eventually become a buyer—this is how it has worked out for him at all events.



The Korker Shoe Co., of Toronto, is a recently formed wholesale concern, featuring Korker Goodyear welts for misses, children, boys and youths; also handling Saxone men's welts and Snubbers for children. R. B. Chalue is the head of the firm.

On the right is Mr. Jas. Brown who covers the cities from Port Arthur to Victoria for this firm, and on the left, Mr. T. E. Bennett, who will look after the Ontario trade.



P. Daoust, Vice-president

Chas. C. Descary, President

J. G. Roger, Sales Manager

ROGER & AIRO RUBBER CONSOLIDATED, LIMITED

Rubber Industry Receives Impetus from Farnham, P.Q.

The town of Farnham, in the Province of Quebec, is the seat of an industry which bids fair to take a prominent part in the activities of the shoe and leather industry. We refer to Roger & Airo Rubber Consolidated, Limited, who have lately been reorganized and who now have a well-equipped factory which covers seven acres and provides a floor space of 75,000 sq. ft.

The president of the firm is Mr. Chas. C. Descary, mayor of Dorval,—that delightful little lakeside resort on the outskirts of the Montreal metropolis known to many of our readers. Mr. Descary is a well-known figure in social and industrial circles at Montreal, and his mature business judgment will undoubtedly be an important factor in the extension of the company's operations.

The sales manager is Mr. J. G. Roger, whose name

Alp. Grise, Manager

is too familiar to the trade to need extended introduction at our hands. After nearly forty years' experience he knows the shoe and rubber business inside out. Mr. Roger has an intimate knowledge of the Canadian territory from coast to coast.

Mr. P. Daoust, the vice-president, has been identified with the business, social and political life of Montreal for over thirty years. He is one of the civic fathers of Montreal, having been appointed to that honorable estate at the last municipal elections. He is a busy man, but he finds time to take an active part in the Board of Trade and in the Reford Club.

The manager of the firm, Mr. Alphonse Grise, is of the younger generation, being only thirty-three years of age. Already, however, he has stamped himself with the hall-mark of the man that makes good. Some years ago he was engineer in charge of the construction of one of the largest pulp mills in British Columbia.

The extension of the firm's trade will be interesting to watch inasmuch as it is based upon ideas which contain **something new,** albeit based upon sound practical experience. The new firm make no secret of their policy, which may be stated in a few words—quality; low operating expense; small profits.

Agency for Buckles

The Owens-Elmes Mfg. Co., Toronto, are now in a position to supply the trade with buckles and shoe ornaments, in addition to the bench-made turn footwear produced in their own plant, having taken over the representation for Canada of the firm of William Reynolds, Jr., Providence, R. I.

Laces, Dressings, Bathing Shoes

The Canadian Shoes-Findings-Novelty Co., Toronto and Montreal, are now selling to the manufacturers their complete line of dressings in bulk, and also their Premo shoe lace line. This line has tags which are guaranteed not to come off.

They also have a new line of bathing shoes made with either a special cork sole or with a Combo indestructible sole. This line comprises various shades of skinner satin and satine in nineteen styles.

Business "Proverbs"

The good that is in you is of small use as long as it stays there.

Quality, Price and Service—and the greatest of these is Service.

The old saying that 'familiarity breeds contempt' is only partly true; familiarity with the best things breeds appreciation.

When America was first discovered men traveled miles and miles to find a place to settle. Nowadays men travel miles and miles so that they won't have to settle.

WILSON'S BACHELOR SHOES

Any man who smokes cigars—and most who don't—will see the value of this trademark at first glance. It is a creation of the fertile brain of Arthur L. Wilson (The Robert Wilson Shoe Store, Hamilton) and has helped sell shoes.

Shoe Repairing Up-to-Date

Modern Merchandising Methods Build Business For Winnipeg Repair Man

. M. Wilson, Proprietor of the American Boot & Shoe Repairing Co., Winnipeg, is a strong beliver in the business-building possibilities of good window displays. That he puts his beliefs into actual practice may be judged from the accompanying illustration of his store front. His window, he declares, wins half the battle in the sale of findings. However, he doesn't merely show the goods and leave the rest to Chance shop to be repaired, Mr. Wilson makes it a point to and the customer. When a pair of shoes is left in the ask in every instance whether laces, polish, insoles, or other accessories are required. It very often happens that the customer does want something in that line, but just doesn't remember about it at the moment.

In keeping with the owner's modern ideas of doing business, the premises of the American Boot & Shoe Repairing Co., have those little added features that impress the public with the fact that here is a concern that offers real service. There is a ladies' waiting room, attractively furnished with a davenport and chairs, where the customer may sit in comfort if she cares to wait while her shoes are being repaired, and there is a shoe shine department, which has the double advantage of not only being a money-maker in itself but also of attracting attention to the repair end of the business on the part of many who might otherwise never think of having a pair of shoes resoled.

Another money-making feature is the skate sharpening department, where a nice trade has been done during the winter season. This is located in the basement, out of consideration for the nerves of highly-strung customers to whom the noise of the grinding may be objectionable. The balance of the basement is used as a stock room.

Mr. Wilson never employs less than two skilled workmen and has indeed at times employed as many as six. The overhead in his business is fairly high, the rent being $150.00 per month for a store 16 ft.x 36 ft., with full-sized basement. Turn-over, therefore, is an important factor and has to be kept at a pretty high level. Quality of workmanship, however, is never sacrificed for speed. It is the policy of the firm to turn out work that they can take pride in and to charge a good price for it. Their experience has been that the public will pay the price if they get real satisfaction in return.

Mr. Wilson has been in the repair business for the past eleven years—five years of which time was spent in some of the smaller towns and cities, and six years in Winnipeg, where he is now located.

Annual Banquet of London Association a Big Success

The first annual banquet of the London Shoe Repairers' Association was held at Chivers Restaurant and Cafe, Dundas St., London, Ont., on Wednesday,

The American Boot and Shoe Repairing Co., Winnipeg, have proved findings to be a source of profitable revenue and they always keep them before the public eye in attractive window displays

Feb. 8, 1922. There were forty-four members of the association and visitors who partook of the good things provided and enjoyed the entertainment and good fellowship of the evening.

Among the visitors were: E. C. Sharpe (Gutta Percha & Rubber, Ltd.), H. Mews, (Goodyear Tire & Rubber Co.), F. Mulligan (I. T. S. Rubber Co.), P. Webster (P. B. Wallace & Son), J H. Heydon (Footwear in Canada), W. S. Pettit, past-president of the Brantford Shoe Repairs' Association; G. Plomley, R. Weir, W. H. Oakes, and W. J. Gales, of the St. Thomas Shoe Repairers' Association.

Mr. E. N. Harding, vice-president of the association, presided, in the regretted absence of Mr. W. H. Thorne, the president, who had recently undergone an operation at the Victoria Hospital.

The proceedings opened with the Royal Toast, after which Mr. J. W. Whitby proposed the health of the visitors and also of the Craft as a whole. Mr. Whitby recalled how the London Association had been formed with a membership of twelve at a meeting held at the premises of the Modern Shoe Repairing Co. It was a great pleasure to him to state that in London at the present time there were only about four shoemakers not connected with the association, and they hoped to soon number them, also as members.

Mr. W. S. Pettit, past-president, of the Brantford Shoe Repairers' Association, made some very appropriate remarks in response to the toast. He drew special attention to the message regarding the value of local organization work, addressed to the repair men by President Butterworth, of the Toronto Association, through the pages of "Footwear in Canada." Mr. Pettit had a copy of "Footwear" with him and read Mr. Butterworth's letter for the benefit of the meeting.

Many other interesting and instructive addresses followed, interspersed with enlivening solos and choruses. Mr. Geo. Huddleston was attentvely listened to as he recounted some of his experiences in shoemaking forty years ago and told of the conditions under which he served his seven years of apprenticeship.

Mr. J. H. Heydon, of "Footwear in Canada," made a brief address on organization work and pointed out how the good work could be helped along through cooperation with the trade journals.

Several of the members of local associations had interesting remarks to contribute, among them being L. Roeding, S. S. Rogers, W. H. Ward, W. B. Ford, J. Russo and J.Crocker, while Mr. W. H. Oakes, of the St. Thomas Association, conveyed the goodwill of his organization to the meeting.

The representatives of the wholesale and findings houses were also heard from, addresses being made by Messrs. E. C. Sharpe, F. Mulligan, P. Webster and H. Mews.

The musical items on the programme contributed to the success of the evening's entertainment. The soloists were Mr. E. N. Harding who rendered "Friend of Mine" in excellent style, and Mr. J. Crocker, whose humerous selections were the cause of much merriment.

The National Anthem brought to a close a very enjoyable event, which it is to be hoped, is but a sample of what is still in store for the trade in London.

An Efficient Method of Keeping Track of Customers' Shoes

A shoe repairer who is known to be one of the best in his community has a plan of keeping track of his customers' shoes which seems to work out very well, though it is different from that generally adopted. He has a tag in two pieces, one of which is attached to the shoes, and the other, instead of being handed to the customer, is filed away in a drawer which has compartments for every letter of the alphabet. On each section of the tag the customer's name and address is marked. The time the repairs are required is also shown on that attached to the shoes. When the work has been completed, the shoes are placed on shelves, which have glass covers and are divided into sections alphabetically, and at the same time the tag in the drawer is checked. When a customer enquires for his shoes, he is asked, "Name, please," and the filing drawer is then consulted, which immediately shows whether or not the work is completed. If it is, all the attendant has to do is to go to the section of the shelves, under "B" if the customer's name be Brown, or "J" if it be Johnston, and pick out the pair required.

Toronto Repairers' Banquet Set for March 22

March 22 is a date for the repairers of Toronto to keep well in mind—because it has been set for the holding of the annual banquet of the local association. The matter was discussed at the last regular meeting of the association in February and it was decided to hold the banquet at the King Edward Hotel, and that the price of the tickets should be $2.00 each. This will include a splendid menu—one that you will anticipate for a long time beforehand and that will give you pleasant memories for a long time afterwards—and entertainment of the kind that the repairers appreciate, with lots of life and pep, and no tiresome speeches.

Having disposed of the arrangements for the banquet, naturally the next big event to think about is the picnic. The secretary, Mr. Merchant, brought the matter up, believing that it is never too early to make a start in a good cause. The suggestion was made that it might be made a provincial affair this year, and the delegates of the local organization to the Ontario Federation were instructed, on motion of Mr. Burnill, seconded by Mr. Robertson, to propose this to the provincial executive and promise Toronto's support if the other local bodies were favorable to the idea.

Mr. Burnill made reference to the matter of early closing. He thought the association should always keep this matter in mind, and work gradually toward a reduction in the hours of work. Other business men could operate their stores on an eight or nine hour day basis. Why not the repairers?

Mr. Robertson was heartily in accord with the idea, but felt it was matter for education rather than for legal coercion of any sort. When they got the men into the association, they could show them how everyone would benefit by the adoption of a reasonable working day.

Mr. Merchant said that the early closing by-law had proved a farce in so far as the grocery trade was concerned, and he would not like to see it applied in the same way to repair trade. He was in favor of early closing, if it were properly carried out.

Shoe Repairing School in Calgary

Mr. Arthur Dash, of Calgary, Alta., has injected some original ideas into the shoe repairing business. He has opened what we believe to be the first shoe repairing school in Canada at 515 Eighth Ave., West, in that city, and is offering a six months' course for a fee of $60.00, to be paid in advance installments of $20.00 during the first three months. After three months, if the student has advanced sufficiently he will be paid a percentage according to his ability. Shorter courses are given to men who have a previous knowledge of the trade which they wish to refresh. Mr. Dash's establishment is known as the Practical Shoe Repairing School.

Mr. Dash carries on his shoe repairing business at the same time, in which he has had considerable success. He is a consistent and persistent advertiser and

Arthur Dash

his publicity methods are just a bit different from the ordinary.

Prior to his coming to Canada Mr. Arthur Dash was in business for himself in England for eighteen years, during which time he gained a wide knowledge of shoemaking and repairing. In 1915 he joined the C. E. F. and went overseas with the 51st Battalion, returning in 1918, when he was appointed Sgt. Shoemaker to the 1st Depot Battalion, Calgary Regiment. On demobilization, he accepted a position as shoemaker and harness repair instructor to the Soldiers' Civil Re-establishment, Calgary, where over 150 returned men took the shoe repair and harness course—fifty per cent. of whom are now following the trade.

New Schedule of Prices Toronto Association

The Toronto Shoe Repairers' Association have decided on the adoption of a new scale of prices which represents about a 10 per cent. reduction all around on the former schedule. Here is the new list:

Half Soles

	Men's	Women's	Boys'	Youths'	Children's	
		2 to 5½	11 to 1½	11 to 1½	8 to 10½	
Sewn half soles, Goodyear welts	$1.75	$1.50	$1.50	$1.35	$1.20	.90
Nailed half soles	1.65	1.35	1.40	1.25	1.10	.75
Turns	3.00	3.50 up	2.50	2.25	2.00	$1.50
Fibre soles sewn	1.50	1.40	1.40	1.15	1.10	.75
Toe pieces sewn or nailed	.50	.40	.40	.40	.30	.30
Side pieces sewn or nailed	.50	.40	.40	.40	.30	.30
Hand sewn soles	.50 extra					

Whole Soles

Leather whole soles and heels	3.00	3.00	2.75	2.50	2.50	-
Fibre whole soles and rubber heels	2.75	2.50	2.50	2.25	2.25	—
Rubber whole soles and spring heels	2.75	2.50	2.50	2.25	2.25	- -
Whole soles (only), leather	2.75	2.75	2.50	2.25	2.25	-
Whole soles (only), fibre	2.50	2.50	2.25	2.00	2.00	-

Heels

Heels straightened, regular	.60	.35	.40	.40	.35	.30
Heels orthopedic, straightened, reg.	.75	.75	.75	.65	.50	.50
Heels straightened & q't'r. rubber tips	.85	.75	.75	.65	.65	.65
Heels straightened & rev. rubber heels	.75	.65	.65	.65	.65	.60
Rubber heels, ord.	.50	.50	.50	.50	.50	.50
Rubber heels, solid	.75	.75	.75	.75	.75	.65
New heels	1.00 to 3.00					

Toe Caps

Toe caps	.50 up

Miscellaneous

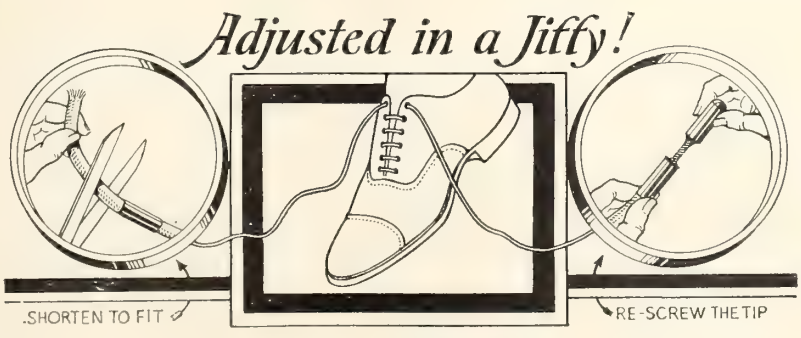
Patches sewn on	.25	Hob nails, sole, heel and shank	.75
Patches cemented on	.50	Hob nails, sole only, for golf	.50
New counters	$1.50	Re-finishing soles for stock	.50
Heel lining oxfords	.50	Buttons with fasteners	.25 up
Heel lining boots	.70 up	Buttons sewn by hand	.75
New vamps	3.00	Back straps	.50 up
New elastic	2.50	Dyeing	.50 up
New welts all 'round	2.50		

Skates

Skates put on with screws	.30	Skates sharpened	.20
Skates rivited on	.10 each rivet		

The members of the association feel that these reductions should stimulate business and they believe that more jobs at somewhat lower prices is a better proposition that fewer jobs at the old scale of charges.

Mr. W. H. Thorne, president of the London Shoe Repairers' Association, London, Ont., has recently undergone an operation at the Victoria Hospital. His wide circle of friends and acquaintances will be very pleased to know that he is progressing as favorably as can be expected on the road to recovery.



The Adjusto Shoe Lace Tipper! What it is and what it does is explained in the illustration. By its use the shoe lace can always be adjusted to the exact length the wearer requires.

Hints for the Repair Man

All the lines of a shoe will be thrown out if it is treed on a tree-foot that does not fit, especially around the ankle. A tree-foot is spread out with considerable pressure, commencing on the upper, and if the upper does not conform very closely to the tree-foot, the top will be stretched out of shape.

If you wish to ascertain whether the take-up is loose on your outsole stitcher, place the take-up to its lowest point of movement in setting the stitch, and by moving the take-up you will be able to discover any looseness very quickly. The correct rule is to have no looseness at all, as one-eighth inch of free movement may be enough to cause variance in stitch-setting.

The best results in tempering pigskin welting are said to be obtained by thoroughly wetting the same in a pail of water, after it has been grooved and beveled, and then wrap it in wet gunny-sacks and allow it to mull from 12 to 48 hours. Pigskin takes water quickly and gives same up very quickly unless it is allowed to temper.

When a large tack is used to hold the sole to the last it should not be applied directly at the inside ball of the last, as the perforation will hurt the foot. Once the three or four ordinary tacks are driven into the centre of the sole, from the heel to toe, the additional tacks should be set as near to the channel as possible, as their purpose is to hold the sole down at the edge.

Snuffing and Doping Worn Shoes

"There are possibilities of snuffing and doping the leather on worn shoes that are brought to repair shops or shoe shine stands to be renewed," says American Shoemaking.

"A repair man or a shoe shine man could lightly snuff a vamp or a quarter with a piece of abrasive paper in his hand, thereby removing the old blacking, as well as the dirt on the leather, and also roughing up the grain of the leather just enough for holding a dope finish when applied.

"A good dope finish, lightly applied, will put an artificial grain onto the surface of the leather, and make it wear a while longer. Of course, it will take time for repair men or shoe shine men to learn the art of snuffing and doping leather. They would perchance first use too coarse an abrasive paper, and snuff off too much of the grain. And, in the next step they would be likely to apply too much dope finish, for that is a common fault even among men skilled in finishing and re-finishing leather."

SUGGESTIONS FOR EFFECTIVE WINDOW CARDS OR AD. COPY

We Don't Try

to economize on the quality of the leather or the workmanship we put into your shoes. We use only the best materials and employ only the most skilled workmen.

The best leather
The most skilled workmanship
The neatest appearance
The most prompt and courteous service
That's the "*Mastercraft*" Way

MASTERCRAFT SHOE REPAIRERS, LIMITED

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Kenworthy Bros. of Canada, Ltd., are now being represented in Montreal and Quebec City by Mr. Geo. Frith, who has recently been appointed to cover this territory. Mr. Frith has a thorough knowledge of the business, having been with Kenworthy Bros. for a number of years.

The Acton Shoe Co., of Acton Vale, Que., tanners and manufacturers of men's, boys', women's, misses' and children's staple shoes, report that they are quite busy and are now working on some new patterns and lasts.

The Quebec Glove Leather Mfg. Co., manufacturers of Stitchdowns, moccasins and larrigans report business good. They are working full time and have orders ahead for some months.

Saillant & Lessard, Limoilou, Quebec, have reason to be satisfied with their present business. Their plant is operating at the present time to normal capacity.

A fire occurred last month in the shoe store of B. Kendall, 221 Wellington St., London, Ont.

The Boston Shoe Shop, Toronto, has been registered.

Henry Orr has taken over the boot and shoe end of the business formerly operated by Shrenk & Orr at Milverton, Ont.

I. Zelnik, shoemaker, Ottawa, is opening a branch store on Rideau St.

The Strand Shoe Store, Montreal, has been registered by Mr. Geo. Davis.

Mrs. E. R. Holden, shoe repairer, is selling to A. Simons, Hamilton, Ont.

Consumer's Boot Shop Mail Order Department, Toronto, has been registered.

Knechtel & Co. have sold their London, Ont., store to E. B. David.

Benjamin Kendall, London, Ont., had a fire in his shoe store recently.

M. Cattiny & Co., shoe dealers, Montreal, have been registered.

Dominion Shoe Trimming Mfg. Co., Montreal, registered.

The Universal Boot Shop, Montreal, registered by Atter Lax & Leo Tucker.

J. T. Braund, general manager of Routley-Braund, Ltd., shoe dealers, of Peterboro, Ont., has been elected to the board of the Toronto Casualty and Marine Insurance Co.

Letters patent of incorporation have been issued to Greb Welt Shoe, Ltd., Kitchener, Ont.

The Tanners Chemical Co., Ltd., Toronto, has been incorporated.

The Canadian Boys' Shoes, Ltd., has been incorporated, with headquarters at Simcoe, Ont. L. C. van Geel and Wm. C. Coloff are members of the concern.

The Crystal Shoe Co., Toronto, suffered $1,000 loss in a recent fire.

Mr. Ralph Locke, president-elect of the Wholesale Shoe Association of Canada

Rodrigue, Ltee., is the firm name of a new concern formed in Quebec City with authorization to carry on a wholesale and retail shoe business.

Mr. W. G. Fallen, of Getty & Scott, was one of the moving spirits in a benefit hockey match and fancy dress carnival which was recently staged by the Kiwanis Club at Galt.

Mr. Wallace, of Wallace Bros., shoe retailers, of Halifax, N. S., has been calling on the manufacturing trade in Toronto, Kitchener and Galt.

John Lewis & Son, Woodstock, Ont., have just recently opened a boot and shoe department in their store. They are planning to double the size of their present premises.

W. H. Stewart, of Montreal, was in Toronto recently and called on many members of the trade.

A report comes to hand by wire that Cummings Shoe Store, formerly Eaton's Shoe Market, has suffered damage from fire.

Wm. Melville is now covering the city of Toronto for Geo. Boulter.

Mr. Jones, of the Regal Shoe Store, Montreal, was a recent visitor in Toronto.

T. D. Kinsella has started out on a selling trip through Northern Ontario carrying Maltese Cross rubbers for Geo. Boulter, and D. W. Vamps is "on location" in Western Ontario with the same firm's line.

Mr. H. W. Pearson, of the Pearson Shoe Co., Toronto, states that despite the stringency of the times his company has had real encouragement since they started business around the beginning of the year. Orders do not roll in without getting after them, but the cordial reception accorded by the trade has justified them in being optimistic regarding the future.

A new addition to the staff is Mr. A. Jones, who will take care of the northern Ontario territory. In our last issue, we stated that Mr. Jones had joined the staff of Ames-Holden-McCready. This was an error. The item should have read that Mr. Jones had left the A. H. M. organization to link up with the Pearson Shoe Co.

Another member who has recently identified himself with years was statistical man for Mr. Pearson when the latter the Pearson concern is Mr. Hubert Cook, who for some was managing the Toronto Branch of the A. H. M. Mr. Cook is at present attending to the office work.

London, Ont., Correspondence

London, Ont.—While retail trade has been seasonably quiet, many of the merchants in both London and district have been having quite a nice volume of turnover and report that they have little complaint to make regarding business generally. Local manufacturers state that the improvement that was reported some weeks ago has been maintained and orders have been coming in steadily. Some of them are fairly good sized but the great majority of retailers are buying for immediate requirements preferring apparently to send in repeat orders than to stock up.

Manufacturers have been getting some satisfactory business from the West, especially from points on the coast. Country town business is also reported to be good. Collections generally are inclined to be slow many firms state.

The firms of John Agnew Limited is making an improvement to its store in the shape of a second storey display window. Other alterations are also in progress and when completed will add materially to the appearance of the front of the building.

At the recent big "Ladies Night" gathering of the Kiwanians, Ken Murray was much in evidence and took an actual part in making the evening perhaps the best meeting in the history of the local Club.

Frank A. Franklin, of Tillsonburg, Ont., formerly with G. A. Carle has opened a repair shop in the Royal Bank building which is one of the best equipped in the western part of the province. Mr. Franklin has installed the most modern machinery and is carrying a full line of shoe dressings, insoles and other lines.

W. Dudley, who recently purchased the business of J. H. Morrison, at Inwood, Ont., has taken possession. Mr. Morrison who has been in the store for 18 years is remaining at Inwood for the present.

R. Chaleau, of Toronto, president of the Wagner Shoe Co., Aylmer, Ont., was a recent visitor at the factory and while in town took up with the council a request that the company's bonds be guaranteed to the extent of $35,000. The factory he pointed out is employing 63 hands and has an annual pay roll of $57,340. The question will probably be submitted to the ratepayers shortly.

W. Parkes, formerly employed at the Muncey Institute, han opened a shoe making and repair shop at Newbury, Ont.

Comment Nous Essayerons de Résoudre les Problèmes du Commerce

Par un Marchand

Voici le plan idéal que nous proposons de remplir

1. Etudier les clients.
2. Acheter intelligemment.
3. Augmenter le chiffre d'affaires.
4. Hâter les commis-vendeurs.
5. Donner un meilleur service.
6. Etudier les pieds.
7. Annoncer pour avoir des résultats.
8. Peinturer—Nettoyer.
9. Lire, étudier, projeter.
10. Etre optimiste.

Parce que l'augmentation dans notre commerce s'est élevée à plus de 15 pour cent sur les ventes de 1921 à comparer à 1920, cela ne semble pas prouver que nos méthodes de commercer en 1921 nous donneront une augmentation semblable cette année. Nul doute, nos expériences passées nous seront d'un grand secours, mais les problèmes de 1922, tels que nous les trouvons, doivent se résoudre par les solutions actuelles, au lieu de se fier sur ce qui nous a permis d'arriver comme par le passé. Le plus sérieux des problèmes est dû au fait que nous faisons face, dans notre lutte, à un public plus exigeant et plus difficile qu'il ne l'a jamais été auparavant. Pour cette raison, notre première occupation est

(1) D'étudier les clients—Chaque fois que nous rencontrons nos clients nous devons constamment envisager la demande pour des prix moins élevés. Cela s'ajoute à la nécessité de varier les genres assez fréquemment. Tout en réalisant ces demandes du public acheteur, nous croyons que notre politique commerciale à l'avenir devra être basee sur l'assurance de donner au public ce qu'il veut lorsqu'il le demande et c'est là encore un chemin qui conduit au succès. Afin d'arriver à ce but toute personne doit savoir comment

(2) Acheter intelligemment—Acheter intelligemment veut dire qu'il faut connaître notre marchandise, savoir quelles lignes sont commandées, connaître le commerce, et pouvoir juger parfaitement et justement la quantité et les grandeurs nécessaires dans les meilleures lignes. Il est impossible d'acheter intelligemment en placant une grande partie de nos commandes six mois d'avance, pas plus qu'il serait sage d'acheter strictement au jour le jour. La solution du problème est d'être toujours sur le qui-vive, d'avoir une assez bonne réserve de lignes principales en mains, et de laisser attendre les nouveautés jusqu'à ce quelles soient placées sur le marché car elles ce vendront sitôt offertes au public. Cela nous aidera à

(3) Augmenter le chiffre d'affaires—Sachant que les bénéfices sont réalisés sur les marchandises hâtives, il est sage d'étudier notre réserve, d'adopter un système d'inventaire du stock, qui nous fera connaître quelles lignes se vendent et lesquelles ne se vendent pas, réduisant les prix des réserves au point qu'elles devront être vendues. Nous devrions faire l'achat de moins de styles que possible, éviter la duplication des lignes et alors surveiller la marchandise afin de bien s'assurer que chaque ligne se vend.

(4) Hâter les commis-vendeurs—Nous sommes rendus à un point ou il faut que nos commis soient de réels experts vendeurs, afin de conserver notre volume d'affaires. La coopération de la part du propriétaire et des commis-vendeurs, servira de facteur important pour surmonter les difficultés qui empêcheraient l'augmentation du chiffre d'affaires et l'amélioration du commerce. La bonne entente, avec les bonnes affaires, donnera

(5) Un meilleur Service—Ici encore le marchand et le vendeur devront-ils travailler ensemble? Nous devons nous avancer davantage et donner à la cliente plus qu'elle ne s'attend. Aucune promesse ne sera faite qui ne pourra être tenue, les ventes seront faites promptement et efficacement, nos chaussures seront livrées à temps, et dans le cas d'une plainte, la cliente recevra toujours une plus forte réduction qu'elle demandait. Pour compléter notre service, nous

(6) Ferons l'étude des pieds—Prace que, comme marchand au courant, nous devons connaître le mal de pied, quand il se présente, et savoir quand il faut suggérer ce qui peut donner un soulagement ou une guérison permanente. Les clients ainsi secourus, deviennent des clients satisfaits et fournissent de bonnes réclames pour notre magasin. En décidant que nous devons

(7) Annoncer pour avoir de bons résultats—Nous sommes convaincus que nos efforts jusqu'à présent ont été inutiles. Alors, notre première décision, est de faire une allocation raisonnable pour les item compris sous l'en-tête de la publicité. Notre publicité sera projetée d'avance, et lorsque nous lèverons nos plans, nous étudierons la meilleure manière de porter à la connaissance du public le genre de commerce désiré. Notre publicité portera une devise et notre nom, et la disposition générale de toute publicité sera telle qu'elle donnera une expression distincte et convenable au magasin et au service. Dans nos efforts pour attirer l'attention nous devrons

(8) Peinturer de nouveau, et Nettoyer—Car notre clientèle aime à faire des achats dans un magasin qui semble être prospère et qui est propre. Nous étudierons les meilleures manières de parer nos

vitrine et d'étalage. Nous achèterons des électroliers modernes afin que notre magasin soit mieux éclairé que tout autres. Nous verrons à une meilleure disposition de l'ameublement du magasin. Afin de pouvoir sagement faire les changements nécessaires, nous devons

(9) Lire — Etudier — Projeter — Non seulement le propriétaire, mais chaque commis aura l'occasion d'étudier les problèmes concernant le commerce et la vente, d'après la meilleure source d'information qui puisse être obtenue. Nous devrons publier davantage dans nos journaux commerciaux afin de mieux faire part de nos connaissances utiles. Un certain temps sera fixé régulierement pour l'assemblée des commis afin de discuter les diverses phases de notre commerce.

En dernier lieu nous

(10) Serons optimistes—Et pourquoi pas? Le commerce n'est pas aussi facile qu'il l'était lorsque les temps étaient meilleurs, mais il se continue et nous croyons qu'il s'améliorera de jour en jour. Le monde n'a pas l'argent qu'il avait, mais il aura toujours besoin de chaussures. Parce que nos valeurs sont bonnes, et que notre service est le meilleur qu'il soit possible d'atteindre, nous aurons confiance au bon commerce, nous en parlerons, nous l'attendrons, et enfin nous l'aurons ce commerce depuis si longtemps attendu.

Le Marché des Cuirs à Empeignes

Les Tanneurs n'ont pas été des Profiteurs—Dernièrement des problèmes difficiles ont dû être traités et résolus—La Tendance des Prix est Ferme et les Perspectives Encourageantes—Intérressante Causerie de M.Lucien Borne lors du Congrès Annuel de L'Association de Manufacturiers de Chaussures du Canada

Je voudrais pouvoir vous remercier dans un langage choisi du grand honneur que vous m'avez fait en m'invitant à vous causer quelques instants, vous qui représentez l'élite de notre industrie nationale. J'aimerais être à la hauteur du sujet qu'on me demande de traiter, seulement chez le tanneur les fleurs de rhétorique sont à base de cuirs, et de ce fait, malgré toute ma bonne volonté, je ne puis m'empêcher d'être un peu comme mon sujet, "Ferme" mais un peu timide.

Vous me demandez quelques minutes de causerie sur les cuirs à empeignes. Messieurs, après avoir subi les attaques réitéreés de nos grands quotidiens sur les bénéfices excessifs réalisés dans l'industrie du cuir et de la chaussure, il me semble logique de concevoir que ces derniers ont dû tenir un conciliabule intéressant et plaindre les grandeurs terrestres. "Profiteurs", hélas si ce n'était un vain mot. "Profiteurs" de quoi? Nous n'avons même pas eu le privilège de profiter des lecons des autres, puisque les premiers nous avons eu à essuyer les conséquences désastreuses du marché mondial, et je pourrais dire avec raison, les premiers à paver le chemin d'un rejustement en rapport avec l'état actuel. Espérons tout de même que cette expérience du passé ne se renouvellera plus et que du passé elle tombe bien vite dans le domaine de l'oubli.

Afin de mieux juger de la situation actuelle, je tiendrais, messieurs, que nous étudions un peu ensemble les conditions telles qu'elles étaient en 1913 chez le tanneur pour les comparer avec 1922, tenant compte des différentes augmentations existantes, lesquelles se rapportent au prix de revient, nous ferons mieux juger des prix actuels. En toute justice pour le tanneur, il est bon, je crois de parler sur ce sujet, car les problèmes que nous avons à résoudre, nous tanneurs, ne doivent pas vous être indifférents.

S'il est un facteur important dans toute industrie, c'est bien celui du travail. En 1913, le salaire moyen payé aux ouvriers tanneurs était de $12.00 à $14.00 par semaine de 60 heures d'ouvrage. De 1914 à 1920 ces mêmes gages ont augmentés dans une proportion énorme, comme d'ailleurs dans toute autres industries, de sorte que le salaire moyen est aujourd'hui de $25.00, toute en supposant que nous pourrions dans la prochaine année faire accepter une réduction à l'ouvrier tanneur de $5.00, soit 20%, il n'en reste pas moins une augmentation de 65% à 70% sur 1913, et vous admettrez, messieurs, que ce dernier salaire n'a rien d'énorme considérant les exigences d'une famille, alors même que le côût de la vie baisserait encore un peu, mais cependant au point de vue de fabrication vous savez ce que représente une augmentation de 45% sur la main-d'oeuvre.

Un facteur important chez le tanneur est le charbon, certes tous ont modernisé leurs tanneries, l'énergie électrique a remplacé le vieil engin, mais chez le tanneur, la chaleur est nécessaire pour le séchage des cuirs, en 1913 nous payions le charbon mou $4.50 la tonne, en 1921 nous avons payé $10.00, soit plus que le double. Que dire des produits chimiques indispensables à l'industrie du cuir, ingrédients de tannages, huiles, teintures, etc., ces produits ont augmenté et sont encore à l'heure actuelle de 4 à 5 fois le prix de 1913, ajoutez à ceci les charges supplémentaires sur les transports, soit frets ordinaires ou expresse, échange américain lequel était en 1913 au plus haut à ¾ de 1%, tandis qu'à date il varie entre 4% et 5%, en plus de ceci vous avez encore les taxes du gouvernement canadian, taxes d'achats, timbres sur billets, chèques, etc., et tout le fourmiment lequel vous connaissez comme moi, vous vous en êtes rendus compte vous-mêmes dans l'industrie de la chaussure, cependant ces charges n'existaient pas en 1913, si je me suis permis de vous énumérer ces différents détails, c'est une dérivant de ces augmentations de main-d'oeuvre et d'ingrédients le tanneur qui comptait en 1913 un prix de revient à .06c et .07c le pied pour tannage et corroyage, doit aujourd'hui presque doubler ce prix, et pour être juste il est admis que le prix de revient est aujourd'hui de 10c à 12c du pied que vous admettrez considérant les détails précités. Il faut bien se rendre à l'évidence, d'ailleurs les chiffres ne mentent pas.

Je me permettrai, messieurs, de vous parler du cuir en côtes pour illustrer ce que je viens de vous dire et vous prouver l'état du marché dans cette ligne.

En 1913 la peau de vache dite "Extreme", c'est-à-dire d'un poids de 25/45 lbs., se vendait à Quebec 14c

à 15c. Cette peau était finie en cuir noir, soit Box Kip, Gun Metal ou cuir Mat, et se vendait en moyenne de 20c à 23c le pied, à cette date je vous disais que le prix de revient du tanneur était de .06c à .07c le pied. La même peau aujourd'hui se vend 11c, soit une différence au coûtant de .03½c la livre. Le prix de vente en 1922, et vous voudrez bien ici tenir compte qu'il en coûte plus cher au tanneur pour finir le cuir en couleur, et c'est aujourd'hui la grande demande, est de 20c à 25c le pied, c'est-à-dire qu'en 1913 le tanneur avait comme marge .06½c de travail et la "split" c'est-à-dire "croute". Comparativement en 1922, le tanneur a comme marge 11½c et la "croute", cependant le tanneur à 11½c pour son traivail en 1922 a certainement moins qu'en 1913 à .06½c, tenant compte des augmentations précitées; un autre détail qui a son piquant mais qui est véridique est celui-ci: la croute se vendait très bien en 1913, surtout en flexible, et l'on disait couramment, le bénéfice du tanneur est dans la croute. Messieurs, heureux qu'il était ce bon temps ou le tanneur sans s'occuper de la prohibition avait assez de profits pour graisser sa croute et la mouiller à sa volonté, mais je vous assure qu'a l'état actuel du marché elle reste toujours la croute au tanneur, mais elle est sèche et s'il la mouille c'est à l'eau.

Ceci m'amène à parler du Dongola. Ayant manufacturé ce produit à notre usine pendant ces dernières 45 anneés, les prix actuels pourraient faire sourire un vieux de la vielle qui se serait absenté de la circulation durant ces 10 dernières années. Cependant, messieurs, s'il est une ligne à laquelle votre campagne de "Made in Canada" s'applique c'est bien cette dernière. Le tanneur canadien de dongola a lutté plus que tous les autres, la concurrence américaine sur toutes ses formes lui a gracieusement été fournie, et toujours il s'est appliqué à conserver son terrain. messieurs, j'ouvrirai ici une parenthèse.

N'avez vous jamais pensé à ce que représente ces ordres, j'oserais dire de smypathies, de 5 à 10 douzaines d'échantillons que vous placez aux maisons américaines ou étrangères? Dans plus de 80% des cas, vous gardez ces merchandises malgré qu'elles ne soient pas toujours en rapport avec vos besoins, mais c'est si loin! et c'est si peu! mais messieurs, si ces ordres de sympathies étaient distribués en Canada, ceci représenterait du travail et une production pour une usine de 800 à 1,000 douzaines de peaux par semaine, et se serait la vraiement du "Made in Canada" campaign. Le tanneur de dongola lui aussi a baissé ses prix au niveau du marché actuel, je viens de recevoir par télégramme le tableau suivant comparatif de 1914 et 1922.

janvier 1914,	Vera Cruz	52c	1922—	.60c
	B. Ayres	35c		.46c
	Paytas	35c		.42½c
	Brazil	67c		1.02
	Bagota	58c		.75c
	West Indies	38c		.80c

Tenant compte du marché actuel des peaux en poil et des augmentations régulières dans la fabrication, on peut juger le marché normal, il est d'ailleurs admis que la Russie seule avec ses immenses ressources en peaux de chèvres, pourrait soulager le marché, mais quand?

La guerre cause de tant de désastres a cependant fait ressortir de tous côtés des idées et des produits nouveaux, dont un des plus populaire, je veux dire le **cheval glacé.** Cette ligne n'est pas comme plusieurs ont voulu le dire un remplacant, ou subtitut. Le cheval glacé prend avantageusement la place de la chèvre européene, telle que Samsoun, Trébizonde, Macédoine, Bulgarie, etc. De grain plus fin que cette derniere et de plus grande étendue, il taille avec avantage et compare beaucoup mieux en grain. La peau de cheval est a l'heure actuelle au prix d'avant-guerre, il est à souhaiter que cette ligne rencontre l'encouragement qu'elle mérite. Plusieurs tanneurs ont marqué ce produit d'un nom spécial responsable cette ligne restera toujours en prix de compétition avantageuse les dongolas ordinaires.

L'honorable E. J. Davis, Président de la firme Davis Leather Co., donnait au mois d'octobre un écrit tres juste sur la situation de la ligne de veau, l'honorable E. J. Davis est une autorité incontestable. depuis l'émission de son opinion et surtout depuis ces deux dernières semaines, le marché se rafermit; cependant, chose étrange, le marché américain est plus bas que le marché européen. Comme pour les dongolas, l'échange en revenant au normal rendra l'exportation en quantité possible, et de toute nécessité le marché deviendra de plus en plus ferme.

Il me reste à vous parler de la peau de mouton. Avant de quitter Québec, je m'informais par fil du prix d'une quantité de peaux de moutons en "pickle", c'est-à-dire délainées, pour un mouton de 90 pieds la douzaine, on me quotait $4.50, F.O.B. Toronto, ce qui représente un peu plus que .05c le pied avant le travail. Vous admettres, Messieurs, par conséquent que le prix du marché pour le mouton, soit ordinaire de 8c à 12c le pied en cuir fini, ne dépasse pas la borne de la logique et il ne faudrait pas une forte pression pour en activer la montée.

Correction et Excuses

Un paragraphe concernant la circulation du journal "Footwear in Canada" en février, fut publié en français à la page 100 du tirage en question, dans lequel des rapports évidemment ridicules furent faits relativement à la circulation d'autres journaux de la chaussure. Ces remarques furent publiées toutefois sans que le bureau de direction du Footwear in Canada en ait pris connaissance et ait donné son approbation.

La section française du Footwear fut redigée et composée, et les épreuves corrigées, à Montréal. A cause de certaines réclamations extravagantes et deplacées qui avaient été publiées dans un autre journal de la chaussure, un commis inexpérimenté de notre personnel de Montréal conçut l'idée de le dévancer davantage et d'intercaler un peu de sarcasme dans nos pages.

La direction du Footwear in Canada croit qu'il n'y a pas de journal commercial qui ait un espace libre pour des remarques extravagantes ou même pour le sarcasme. Footwear est un journal commercial pour les hommes d'affaires, à qui on ne devrait pas demander de discerner les remarques sérieuses des commentaires sarcastiques.

Nous faisons des excuses, pour la publication de ce compte-rendu, aux nombreux et excellents journaux de chaussures publiés dans la Grande Bretagne et aux Etats-Unis et dont la circulation est sans doute plus considérable dans plusieurs cas que celle du Footwear in Canada. Nous croyons que leur connaissance de la morale est telle qu'ils accepteront l'explication que nous leur donnons en toute justice.

Un Plan de Publicité Unique dans Son Genre Est Imaginé par Une Maison de Paris

Les détaillants de chaussures par tout l'univers se trouvent parmi le premier rang de ceux qui démontrent une réelle habileté dans la manière d'attirer le public. C'était au temps ou toute chose se rapportant à la publicité efficace était supposée avoir son origine dans le pays libre, de l'autre coté de la frontière mais les temps ont changé. Rarement, depuis peu, certains cas se sont presentés ou le Vieux Monde a donné une leçon au Nouveau.

Tout récemment nous avons entendu dire qu'un détaillant de Manchester avait attiré l'attention de son commerce en exposant une grande horloge dans sa vitrine, qui régulièrement a chaque coup sonnant étalait un nouveau marché attrayant. Dans l'espace d'une semaine des centaines de nouveaux clients parlèrent de cette maison et pensèrent réellement qu'il était le "Magasin du bon marché".

Encore dernièrement un magasin de détail à Paris fut un aimant pour les dames, par les cadeaux de parfum qu'il donna. Tout ce qu'elles avaient à faire était de placer leurs délicats mouchoirs de dentelles près d'une gargouille, pressaient le bouton, et obtenaient le parfum—**mais pour cela elles devaient passer devant la vitrine du magasin, et jeter un coup d'oeil sur ce qui était offert en vente.**

Plusieurs expériences de ce genre furent entreprises depuis ce temps, mais l'honneur en revient à un magasin de chaussures de Paris qui le premier imagina le projet illustré. Les profiteurs ayant tant été le sujet de conversation de la part du public, le propriétaire de la maison décida d'impressioner de nouveau ses clients au fait qu'il n'était pas un profiteur. Conséquemment il s'occupa a l'instant de construire une fausse-façade à son magasin, de manière à ce que l'extérieure représente une prison révolutionnaire, ayant des profiteurs attentivement surveillés en arrière des barres de fer.

Représentez-vous ce tableau et vous comprendrez facilement l'attrait qu'offrit cet étalage au Parisien Français—qui plus que tout autre peuple au monde aime à se laisser attirer par ce qui charme leur sens.

Un Concours d'Economie dans La Chaussure

Afin de s'assurer une publicité avantageuse, un détaillant dans une ville de l'Ouest Canadien institua, récemment, un projet bien simple

Il vendait une certaine marque de chaussure qu'il voulait mieux faire connaître au public et dans le but d'annoncer la qualité de ces chaussures, il dirigea un concours pour déterminer quel consommateur aurait le plus d'usage d'une paire de chaussures. Le concours était limité à deux genres de chaussures,—dont un genre était pour femmes et l'autre genre pour hommes.

Un citoyen éminent fut le gagnant du prix des hommes, et, en effet, son rapport en ce qui concernait l'usage qu'il avait eu des chaussures fut incontestable aux yeux du public.

Les prix offerts furent assez dispendieux, mais l'annonce assurée comme résultat du concours, représenta un retour splendide sur le placement.

La Tendance des Prix

Un marchand écrivait récemment au "Footwear" demandant notre opinion s'il serait sage de faire l'achat d'une provision de cuir pour six mois, à l'heure actuelle. Nous lui avons répondu franchement, que nous n'aimions pas à nous engager en rien à ce sujet. Car les conditions d'aujourd'hui sont telles que la profession prophétique n'est pas bien sure ni absolument lucrative.

Les tanneurs ont, de leur coté, de très bons arguments afin de démontrer pourquoi une augmentation dans les prix doit être attendue du fait que les peaux en 1921 atteignirent une moyenne de 36 pour cent audessous du niveau de 1914, que l'approvisionnement du bétail est considérablement anormal, que les occasions d'exportations sont plus brillantes qu'elles ne l'ont été depuis assez longtemps. Les peaux, disent-ils, ont été injustement baissées à comparer aux autres produits, et doivent alors s'élever, entraînant ainsi l'augmentation dans les prix des cuirs. Très bien! Maintenant, voyons l'autre coté de la question.

M. Arthur Surveyer, de Montréal, parlant au congrès récent des fabricants de chaussures, cita que la moyenne des prix des produits du Canada était à peu près de 67 pour cent audessus du niveau d'avant la guerre, à comparer à 25 pour cent aux Etats-Unis. Ces chiffres sont étonnants, et il semble évident que les prix canadiens ont encore une distance assez considérable à parcourir avant qu'ils atteignent un niveau. Nous ne nous attendons pas à d'autres ruptures étonnantes ou à des rajustements subits, mais les indications sont que la tendance générale doit

certainement continuer à descendre pour quelque temps. La question qui se pose alors est celle-ci—Est-ce que le cuir ou tout autre produit peut aller amont contre ce lent mais efficace courant descendant? Ce n'est pas une impossibilité, mais l'évènement logique semble indiquer qu'il y aura un rajustement des salaires afin de contre-balancer toute augmentation qui pourrait survenir dans le coût des peaux.

Cependant, la situation industrielle et politique universelle est si inconstante et les finances internationales dans un état tellement anormal qu'il est dangereux d'être dogmatique dans la prévision de l'avenir, principalement lorsqu'il s'agit de produits tels que les peaux et le cuir qui sont affectés par les conditions universelles. L'homme qui sait ce qu'il adviendra au marché du cuir durant l'année 1922, et qui a le courage d'agir d'après ses connaissances, fera de l'argent.

Les Perspectives d'un Meilleur Commerce

Quelques Unes des Raisons pourquoi les Marchands Peuvent Entrevoir l'Avenir avec Optimisme

Par L. P. Deslongchamps
Gérant des Ventes, Slater Shoe Co., Montreal

Sans voir tout en rose, il est incontestable que les affaires reprennent generalement.

La confiance renait, peu à peu, et la crise economique est assurément sur le declin, je pourrais dire disparue même; car les crises economiques sont arrivées dupuis longtemps quand la panique qui en est la consequence éclate et boulverse tout; de même la crise est fini quand l'on cesse d'acheter follement et que l'on met un équilibre entre nos recettes et nos depenses.

Ce que l'on ressent aujourdhui, c'est un malaise qui est l'effet de la crise mais qui va forcemment finir bientot la cause étant disparue.

L'argent devenant plus facile, l'intérêt va baisser et de même les rendements sur obligations et titres quelconques; c'est dire que les épargnistes vont revenir à placer sur l'immeuble en construisant plus que d'habitude; or ce point de depart est toujours le plus logique, puisqu'il part du sol et qu'il est permanent.

Avec la reprise de la construction, s'ouvrent les chantiers, les moulins à bois, et les commercants reprennent confiance car le pouvoir d'achat de l'ouvrier se refait à mesure que le travail devient général.

C'est ce qui se fait actuellement; et avant longtemps les marchands constateront que les beaux jours ne sont pas éloignés à présent.

Les Occasions d'Exportations pour les Manufacturiers de Chaussures Canadiens

Lors du récent congrès des fabricants de chaussures, M. H. R. Poussette, directeur des services de renseignements commerciaux au ministère du Commerce, traita dans son discours des occasions d'exportations pour les manufacturiers de chaussures canadiens. M. Poussette mentionna que les pays suivants, tels que le Sud-Africain, la Nouvelle-Zélande et Terreneuve, étaient des pays ou nous pourrions cultiver un marché pour les produits de nos manufacturiers de chaussures. Il était d'avis que nous ne recevions pas notre part du commerce, surtout en considérant le fait que ces pays rapprochés faisaient partie des possessions britanniques. Une préférence tarifaire au montant de 3 pour cent donnait au Canada un certain avantage en concurrence avec les Etats-Unis pour le commerce dans le Sud-Africain, et qu'il y avait une préférence semblable dans le cas de la Nouvelle-Zélande. Que ce serait chose assez difficile de vendre des chaussures en Europe à cause de la grande concurrence domestique.

M. Poussette fit allusion à l'amélioration qui avait prit place dans les chaussures fabriquées au Canada depuis quelques années. Il mentionna qu'il avait fait une investigation parmi les détaillants de certains produits dans le but de s'assurer jusqu'à quel point, et pour quelle raison, ils faisaient l'achat de marchandises étrangères. Parmi les commerces examinés se trouva celui de la chaussure, et les résultats qui furent obtenus devraient être très flatteurs aux fabricants de chaussures canadiens. La personne en charge de cette investigation déclara dans son rapport qu'il avait été constaté que tous les détaillants étaient très enthousiasmés de l'amélioration dans la chaussure canadienne et se montrèrent très anxieux de faire leurs achats au Canada, autant que possible.

Le Rétablissement des Conditions Commerciales

Le Plus Fort de la Dépression est Surmonté—Le Printemps Amènera l'Amélioration du Commerce

Par Aimé de Montigny

La période de dépression commerciale et industrielle touche à son déclin, c'est ce que je crois. Nous avons traversé la crise aménée par le rétablissement nècessaire des prix et déjà nous voyons entrer en scène les éléments qui travaillent à la prosperité du public et du commerce

Le retour du printemps va donner un regain de vigueur aux diverses industries et le malaise financier, sérieusement accentué par le chômage, va surement s'améliorer. Notons, entr' autres facteurs, le nombre considérable de nouvelles constructions déjà en marche et d'autres encore plus nombreuses qu'on nous annonce. En France, on a coutume de dire que "quand le bâtiment va bien, tout va bien." Ce qui est vrai pour la France, l'est aussi pour notre pays Et le fait que des millions seront dépensés durant les mois prochains pour l'édification de nouveaux immeubles est, à mon sens, un des gages les plus surs du retour des anciens temps de prospérité.

L'année dernieère a êté particulièrement dure pour le commerce à cause de l'incertitude du marché. C'est le contre-coup necéssaire de toutes les grandes commotions. Et l'on ne pouvait s'attendre à ce que le bouleversement universel causé par la guerre ne laisse de traces profondes seulement, tous les economistes sont d'accord pour dire que ces grands mouvements de dépression aboutissent toujours à un réveil de l'activité et de la prospérité.

Pour moi, nous avons atteint le tournant de cette révolution economique. Je suis convaincu que l'époque de la crainte est passée et que nous pouvons nous livrer, en toute liberté, à l'espoir et à la confiance.

L'Administration Commerciale et Les Conditions Economiques

M. Arthur Surveyer, de Montréal, lors du congrès de L'Association des Manufacturiers de Chaussures du Canada, fit la lecture d'un article complet traitant de "L'administration commerciale et des conditions économiques". M. Surveyer attira l'attention au fait qu'il y avait deux genres d'administration, qu'il désigna comme gérances "intérieure" et "extérieure". La gérance intérieure était chargée de voir à la production de la marchandise finie au coût minime et à la vente rapide du produit. La gérance extérieure se chargeait de l'ajustement des achats et du système de la production d'après les conditions économiques du pays. L'orateur traita principalement de l'aspect commercial en ce qui concernait cette derniere phase d'opération.

Pour mille et une raisons, il y avait des variations continuelles dans l'offre, la demande, le prix et le mouvement de presque tout produit qu'un fabricant ou marchand utilisa, et, par conséquent ses coûts pourraient s'élever ou son commerce s'abaisser en dépit de la meilleure administration de son organisation intérieure, s'il ne savait pas comment exercer une surveillance et juger les conditions extérieures, d'apres lesquelles ses coûts et ses bénéfices dependent généralement.

Le Cycle de l'industrie

Toute l'histoire financière se composait de cycles distincts, et, quoique, d'une durée différente, chaque cycle se composait des quatres périodes suivantes: la prospérité, la réaction, la dépression et le rétablissement. Ce n'était pas suffisant pour l'heureuse administration commerciale d'être capable de dire à quelle période commerciale le pays traversait, mais qu'il était necessaire de prévoir avec quelle rapidité il passerait de la phase d'un cycle à un autre. Afin d'atteindre ce but une étude approfondie des index commerciaux choisis a dû être faite—quoique tirer des conclusions de ces écrits n'était pas chose facile.

Parmi ces baromètres étaient mentionnés: la production de la gueuse, les gains bruts des chemins de fer, les compensations des banques, les prix des produits, les permis de construction et les statistiques commerciales étrangères. Une autre condition, l'une des plus exactes, fut la condition du marché de la bourse, telle qu'indiqueé par la fluctuation moyenne de 20 actions industrielles importantes à la bourse de New York. D'autres facteurs à considérer étaient les réserves, les dépôts, le taux du papier commercial, le pourcentage des emprunts sur les dépots et le pourcentage des réserves pour emprunts; ainsi que les conditions agricoles et toute législation probable.

En ce qui concernait la condition actuelle et les perspectives, M. Surveyer cita des faits saillants. Il y avait, dit-il, aucun signe apparent d'un rétablissement immédiat et complet de l'activité commerciale. Les prix canadiens avaient baissé environ de 26 pour cent plus bas que la "hausse" en mai 1920, mais ils étaient encore à peu près de 67 pour cent audessus de la moyenne de 1913 et 1914, tandis que l'index américain n'était que de 25 pour cent audessus du niveau d'avant la guerre. L'agriculture a incontestablement soufferte plus que toutes les autres industries, et le prix moyen pour les produits des terres n'étaient probablement pas plus que 3 pour cent audessus des prix de 1913, à comparer aux augmentations générales de plus de 67 pour cent dans le coût des autres produits.

Le coût des articles fabriqués était encore assez haut, à cause des salaires élevés, qui étaient maintenant hors de proportion à comparer au coût réduit de la vie. Le coût du charbon mou était un autre facteur de la situation.

Cependant, il y avait des indications favorables à l'horizon. La situation des banques s'était améliorée ainsi que la circulation des billets et des emprunts courants, sans toutefois une réduction trop pronouncée dans les dépôts d'épargne. La balance du commerce était une fois de plus en notre faveur et la prime sur la monnaie américaine avait baissée de 10 à 6⅛ pour cent dans l'espace de 12 mois. La réduction, dans les prix du blé, de l'avoine, du blé d'inde, du sucre, du cuivre, de l'argent, du caoutchouc de la laine, du cuir, du papier et du bois, avait été très rigoureuse et il était probable que les prix avaient atteint la base dans presque chaque cas. Un des signes les plus encourageants était l'augmentation dans le marché des obligations au Canada et aux Etats-Unis.

Pourquoi Les Chaussures S'usent

Il n'y a probablement pas d'article de toilette qui reçoit un usage plus dur et plus maltraité que la chaussure. Un client achètera une paire de chaussures et les portera continuellement en tous temps et en toutes occasions—les mouillant et les faisant sècher près d'un calorifère chaud—et encore il sera tout à fait mécontent lorsqu'au temps voulu elles indiqueront des traces d'usure.

Et c'est alors que le marchand de chaussures reçoit des plaintes. Mais beaucoup de cet ennui, qui retombe sur lui, pourrait être éliminé s'il était démontré au public comme il est déraisonnable de s'attendre à un service illimité des chaussures, particulièrement lorsque les précautions voulues ne sont pas prises pour les préserver.

Afin d'instruire le public en cette matière, un détaillant a publié un petit feuillet de quatre pages, intitulé, "Pourquoi les chaussures s'usent",—dans lequel il explique clairement quelques faits adaptés afin que le lecteur traite ses chaussures avec un peu plus de considération. Voici son rapport:

"Le pas moyen est de 26 pouces. Cela signifie 2437 pas au mille, ou 12,185 pas pour cinq milles a la journée. Une personne pesant 160 livres a porté sur ses chaussures, dans une journée, 974 tonnes et 1,600

Pourquoi les chaussures s'usent

livres de chair, os et peines, et tout cela il le porte sur ses chaussures. Les hommes achètent, en moyenne, trois paires de chaussures par anneé. Un marteau d'acier pesant 160 livres s'abaissant sur le sol de cette façon pendant quatre mois serait, à la fin de ce temps, retiré de l'endroit le plus profond de la terre,—et devrait être alors remplacé tous les jours.

La Cédule de Prix de l'Association des Réparateurs de Chaussures de Toronto

L'Association des réparateurs de chaussures de Toronto a décidé d'adopter une cédule de prix qui représente une réduction d'environ 10 pour cent de l'ancienne cédule. Voici la nouvelle liste:

Demi-semelles

	Hommes	Femmes	Garcons	Garconnets	Fillettes	Enfants
Demi-semelles cousues, trépointe Goodyear	$1.75	$1.50	$1.50	$1.35	$1.20	.90
Demi-semelles clouées	1.65	1.35	1.40	1.25	1.10	.75
Tournées	3.00	3.50 et plus	2.50	2.25	2.00	1.50
Semelles en fibre, cousues	1.50	1.40	1.40	1.15	1.10	.75
Pièces pour bouts de chaussures, cousues ou clouées	.50	.40	.40	.40	.30	.30
Pièces de coté, cousues ou clouées	.50	.40	.40	.40	.30	.30
Semelles cousues à la main	.50	extra.				

SEMELLES ENTIERES

Semelles et talons (cuir)	3.00	3.00	2.75	2.50	2.50
Semelles en fibre et talons de caoutchouc	2.75	2.50	2.50	2.25	2.25
Semelles caoutchouc et talons "à spring"	2.75	2.50	2.50	2.25	2.25
Semelles en cuir seulement	2.75	2.75	2.50	2.25	2.25
Semelles en fibre seulement	2.50	2.50	2.25	2.00	2.00

TALONS

Talons ordinaires égalisés	.60	.35	.40	.40	.35	.30
Talons orthopédique ordinaires égalisés	.75	.75	.75	.65	.50	.50
Talons égalisés, et bouts de caoutchouc	.85	.75	.75	.65	.65	.65
Talons égalisés et talons de caoutchouc tournants	.75	.65	.65	.65	.65	.60
Talons ordinaires en caoutchouc	.50	.50	.50	.50	.50	.50
Talons solides en caoutchouc	.75	.75	.75	.75	.75	.65
Talons neufs	1.00	à 3.00				

Bouts durs

Bouts durs ..... .50 et plus

DIVERS

Piéces cousues	.25	Clous à grosse tête, semelle, talon et tige	.75
Piéces cimentées	.50	Clous à grosse tête, semelles seulement, pour golf	.50
Contreforts neufs	1.50	Remettre à neuf les semelles pour placer en réserve	.50
Doublure du talon de soulier	.50	Boutons et attaches	.25 et plus
Doublure du talon de chaussure	.75 et plus	Bouton cousus à la main	.75
Claques neuves	3.00	Courroies au talons	.50 et plus
Nouveaux élastiques	2.50	Teinture	.50 et plus
Nouvelles trépointes (en tout et partout)	2.50		

PATINS

Patins posés avec vis	.35	Patins aiguisés	.20
Patins rivés	10 sous la rivet		

Les membres de l'Association croient que cesréductions devraient activer le commerce et ils sont d'avis que plus d'ouvrage à des prix quelque peuréduits vaut mieux que peu de travail d'après ancienne cédule des prix.

La Réparation Moderne Des Chaussures

M. M. Wilson, propriétaire de la American Boot & Shoe Repairing Co., Winnipeg, croit sincèrement que les possibilités commerciales sont basées sur le bon étalage des vitrines. Sa vitrine, déclare-t-il, lui gagne la moitié de sa bataille dans la vente des fournitures. Cependant, il n'expose pas simplement sa marchandise, pas plus qu'il n'abandonne le reste à la bonne chance et au client. Lorsqu'une paire de chaussures lui est portée pour certaines réparations, M. Wilson n'oublie jamais de demander si des lacets, sirages, fausses semelles, ou autres fournitures sont requises. Il arrivera assez souvent que le client veuille quelque chose de ce genre, mais ne se le rappele pas au moment même.

Conformément aux idées modernes du propriétaire, de faire le commerce, l'établissement de la American Boot & Shoe Repairing Co. possède tous ces petits attraits qui impressionnent le public au fait qu'une maison offre un réel service. Il y a une salle d'attente pour les dames, joliment meublée d'un bureau et de chaises, où la cliente peut aller s'asseoir confortablement, si elle désire attendre que ses chaussures soient réparées. Il y a un salon pour le cirage des chaussures, qui a le double avantage de n'être pas seulement une source d'argent en lui-même, mais

aussi il attire l'attention vers la section des réparations de ceux qui autrement ne penseraient jamais à faire ressemeler leurs chaussures. Un autre département qui prospère est celui ou les patins sont aiguisés; ce commerce fut brillant cet hiver. Ce département est au sous-sol, par considération pour les clients nerveux à qui le bruit du grincement est détestable. L'autre partie du sous-sol sert à l'emmagasinage des marchandises.

M. Wilson n'emploie jamais moins que deux ouvriers expérimentés, et, en certains temps, en effet, il en emploie même jusqu'à six. Les dépenses générales de son commerce sont assez élevées, le loyer étant de $150 par mois pour un magasin de 16 x 36,—avec sous-sol de même dimension. Le chiffre d'affaires, alors, est un facteur important et doit être maintenu à niveau élevé. La qualité de la main-d'oeuvre n'est jamais sacrifiée à la vitesse. La politique de cette maison est de faire un bon travail dont elle peut être fière et doit pour cela charger bon prix. Leur expérience a prouvé que le public paierait le prix demandé s'il recevait une réelle satisfaction en retour.

M. Wilson a fait le commerce de la réparation depuis onze ans dont cinq ans dans quelques petits villages de l'Ouest Canadien et six ans à Winnpeg, ou il est maintenant installé.

Vieilles Expressions Proverbiales

Nous avons trouvé disait "Le Franc Parleur Parisien," dans un vieux livre de bien vielles expressions proverbiales, ayant rapport à notre vieux métier de cordonnier; nous en donnons ci-dessous quelques-unes:

Visage de cuir bouilli.—Se dit d'une personne très laide.

Gens bottés de foin.—Gens grossiers.

Accoler la botte de quelqu'un.—Faire d'humbles salutations, courtiser bassement.

A propos de bottes.—Sans à propos.

Mettre du foin dans ses bottes.—Amasser, s'enrichir.

Laisser ses houseaux.—Mourir (Lafontaine, Le Renard anglais).

Chausser le cothurne.—Jouer ou composer des pièces de théâtre.

Mettre ses souliers en pantoufles.—Se déguiser, jouer un rôle d'emprunt pour parvenir à ses fins.

Pantouflerie.—Faux raisonnement.

Raisonner en pantoufle.—D'une manière absurde.

Secouer la poussière de ses pieds.—S'en aller.

Bien chaussé n'est pas nu.—Ne se dit pas des cordonniers, qui, en général, sont toujours mal chaussés.

Un pied chaussé et l' autre nu.—En hâte, en désordre, s'applique souvent aux amoureux.

Porter une botte à quelqu'un.—L'attaquer.

Lance de Saint-Crépin.—On désigne ainsi l'alène du cordonnier.

Prison de Saint-Crépin.—Etre dans des chaussures étroites.

Traîner la savate.—Flanner, se promener sans but.

Battre la semelle.—Frapper des pieds pour se réchauffer.

Marcher dans de mauvais souliers.—Etre dans une position fâcheuse.

Déménager son Saint-Crépin.—Se dit de quelqu'un qui peut déménager sur lui tout son bien.

Etre dans ses petits souliers.—Se trouver dans un grand embarras.

Les cordonniers sont toujours les plus mal chaussés.—Proverbe de haute ancienneté. On trouve en effet, en 1300, ces quatre vers:

Oncques ce ne me fait douter,
Cordouaniers n'ot bon soller
Naine drapiers ne fut bien vestus
Naine n'ot aune loiaus drus.

Ne vous moquez pas des mal chaussés, vos souliers perceront.—Le malheur vous attend peut-être, ne soyez pas dur aux malheureux.

Les cordonniers font les souliers, les tailleurs, les robes.—A chacun son métier.

Pantoufler.—Expression dûe à Mme de Sévigné pour dire: tenir des propos extravagants, ou aussi: causer à l'aise chez soi: en pantoufles.

L'éducation du Commercant en Chaussures —Une bonne recette à donner à l'acheteur

Il arrive fréquemment que l'on fasse sécher au feu des chaussures qui ont été pénétrées par l'humidité; un tel moyen a pour résultat, à coup sûr, de durcir le cuir qui perd ainsi sa principale qualité, la souplesse, et peut blesser le pied ou du moins occasionner ampoules, écorchures, durillons.

Le procédé suivant permet de sécher les chaussures tout en évitant cet inconvénient: il consiste à remplir les chaussures, aussitôt qu'on les a quittées, de farine d'avoine qui absorbe toute l'humidité.

La farine, d'ailleurs, peut être utilisée à nouveau dans le même but: il suffit, pour cela, de la faire sécher sur une tôle dans le four du fourneau de cuisine quand le feu vient de s'éteindre ou devant la flamme de la cheminée; l'eau absorbée s'évapore et la farine est prête à un nouvel usage.—Le Magasin de Chaussures.

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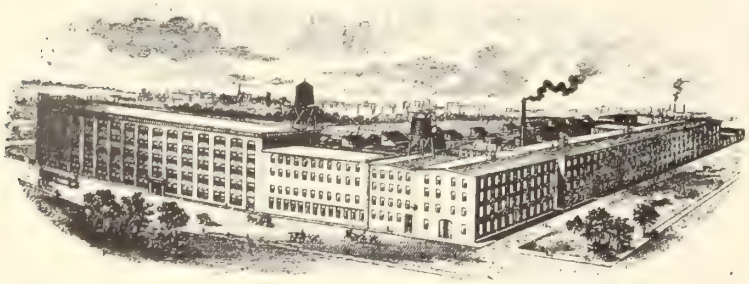

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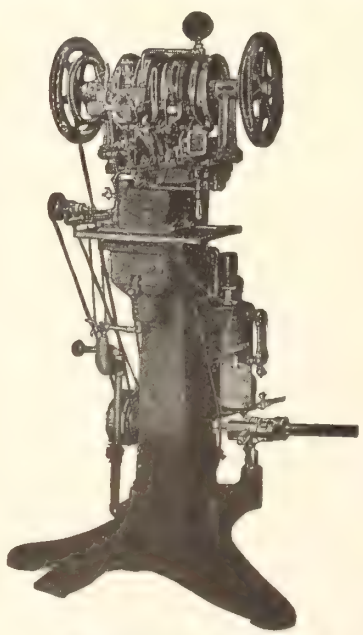

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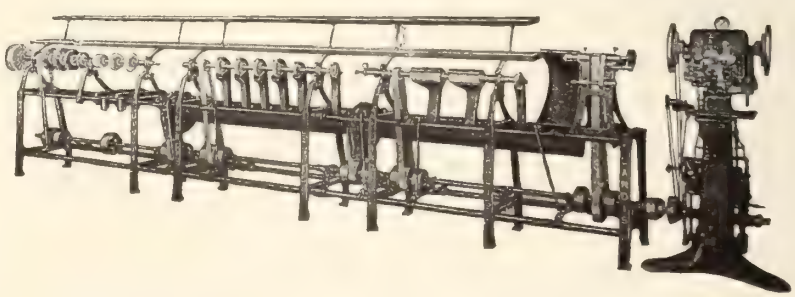

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TORONTO REPRESENTATIVES: **CANADA**

MONTREAL, E. O. Barette & Co., 301 St. James St.
QUEBEC, Nap. Debigare, 205 Des Fosses St.
VANCOUVER, M. E. Hatt & Co., 318 Homer St.
WINNIPEG, S. J. Barley, General Delivery.

REAL NEWS! Reductions on Griffin Polish---

Creams, Dyes, and Dressings mean EXTRA PROFITS—

Special Discount 5% 10 Days on 3 Gross Sorted Quantity

New Advertising Direct to the CONSUMER—NEWSPAPERS—SIGNS—ETC.

GRIFFIN PEUERWHITE
Cleans all Canvas, Buck and Nappy Leathers

GRIFFIN KIDINE
Cleans all Kid or White Calf Shoes

LARGE WHITE CAKE
Aluminum Container

A White Dressing

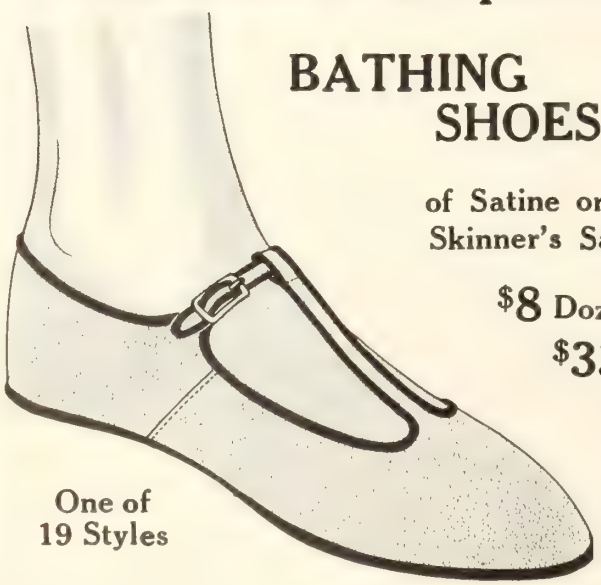
SUEDE SIFTERS IN 22 COLORS

Liquid Suede Cleaner Will Not Lay The Nap

Black Pearl Grey and White

USED BY THE BEST MANUFACTURERS—SOLD BY FINEST SHOE RETAILERS

Better Styles—All Colors—Prices Beat all Competition



One of 19 Styles

BATHING SHOES

of Satine or Skinner's Satin

$8 Dozen to $33 per Dozen

Write Now for Samples

Order Now—

Get your share of the PROFITS on C. S. F. Products

Prices gladly on request

Everything in both our Warehouses at reduced 1922 Prices

CANADIAN SHOES-FINDINGS-NOVELTY CO.

2 Trinity Square, TORONTO - 153 Peel Street, MONTREAL Que.

There is but one
"VULCO UNIT"
BOX TOE

Apparatus, Process and Products Patented

Manufactured and sold only by

Beckwith Box Toe Limited

SHERBROOKE - QUEBEC

The Lincoln Paper Mills
Company, Limited

can supply
your requirements
in

GLASSINE

Super-Glazed Kraft
for Interlay

Wrapping Paper

The above are thoroughly Canadian-made products of the highest quality and at the attractive prices quoted, should appeal to every Canadian shoe manufacturer.

Will you get in touch with us?

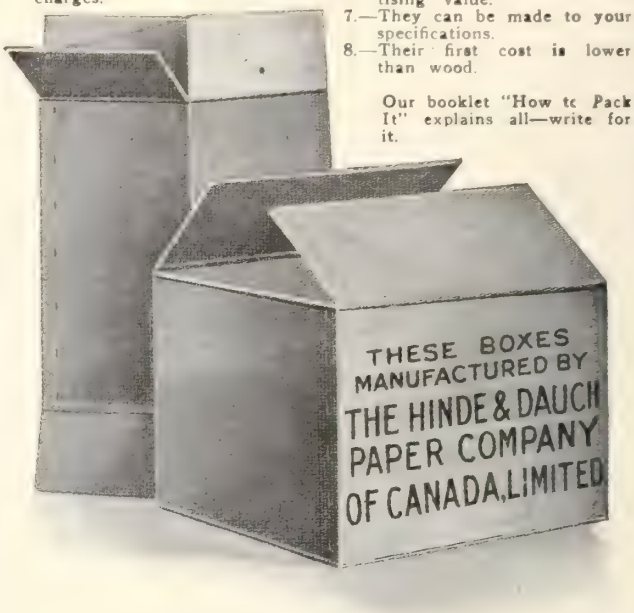
LINCOLN PAPER MILLS CO., LTD
MERRITTON ONTARIO
Branch — 112 Bay St., Toronto.

We Can Save Money for You on Your Shipping & Packing

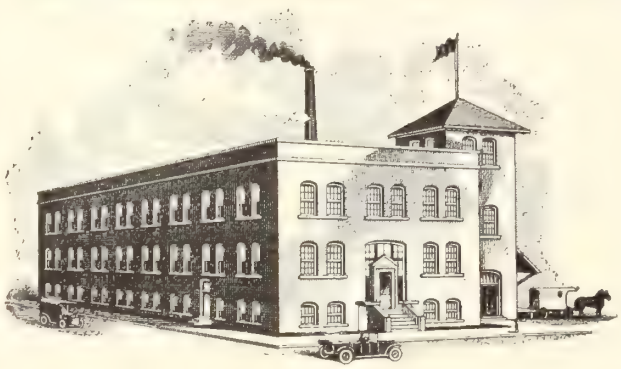
H & D Solid Fibre Board Boxes

1.—They protect your shipment against loss from dampness and water.
2.—They are extremely light, which means low freight charges.
3.—They cannot be opened without breaking the seal.
4.—They save time in packing.
5.—They save storage space.
6.—They have strong advertising value.
7.—They can be made to your specifications.
8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co. of Canada Limited
TORONTO ONTARIO



ST. HYACINTHE, QUEBEC

FOR "the shoe at a price" you cannot beat A. A. Cote & Son Ltd. McKays for men, boys, youths, little gents and children. We can show you as fine a line of staples as there is on the market, representing values hard to equal anywhere.
We have also an interesting showing of men's heavy Chrome Working Shoes.
Our values merit your investigation.

A. A. COTE & SON
LIMITED

Sandal Season
will soon be here

That the majority of sandals usually show signs of ripping sooner or later, is a known fact among our customers who buy them. One of the strongest selling points of the Humberstone product is its non-rip feature. Special attention has been given to the stitching at all vulnerable points. This gives the Humberstone Non-rip Sandal the distinct superiority.

Are you prepared for the coming season?

Humberstone Shoe Co., Ltd.
HUMBERSTONE, ONT.

SORTING ORDERS

MALTESE CROSS RUBBERS

Winter Trade has probably put holes in your assortment of of light goods. Round out your stock—fill up all shortages—order now. We can give you

Immediate Delivery

Order from our nearest branch office. We not only give you the best rubbers for men and women and children, but we give you **prompt service.**

Gutta Percha & Rubber, Limited

Head Offices and Factory, Toronto

Branch Offices: Halifax, Montreal, Ottawa, Toronto, Fort William, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Lethbridge, Vancouver, Victoria, Hamilton, London (Ontario.)

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THE Edwin Clapp SHOE

The Ritz Carlton

The unchanging quality and the blending of smartness and conservatism are the outstanding features of this refined oxford for the well dressed young or middle aged man.

EDWIN CLAPP and SON Inc.

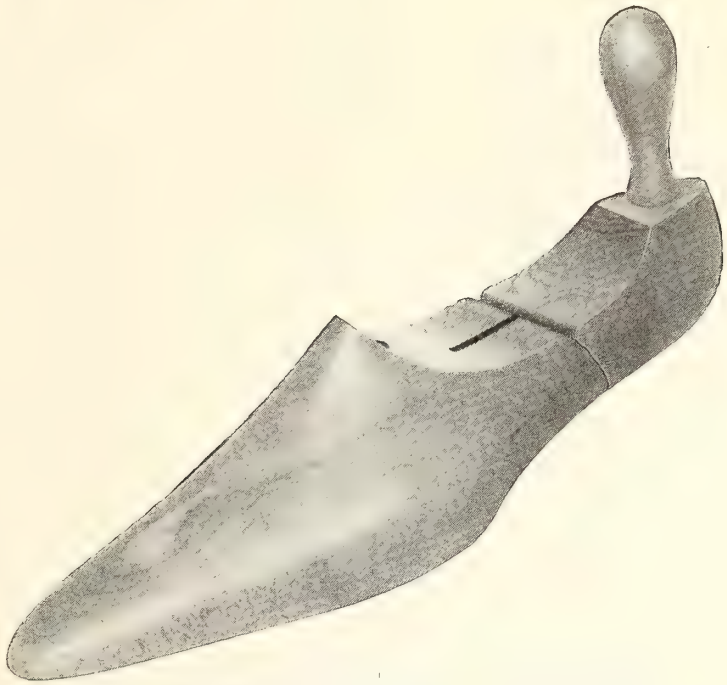
EAST WEYMOUTH, MASS., U. S. A.

HARDWOOD BEAUTIES

Men's Style 50

Men's Style 51

Men's Style 52



Our Latest Beauty—The New Brogue—Styles 52 and 62

Women's Style 60

Women's Style 61

Women's Style 62

A PROFITABLE LINE OF SHOE TREES

In Stylish Models

That Accurately Fit and Reshape the Shoe—Ventilated Bottom—Extension Feature—Well Finished and Packed in Individual Cartons.

STANDARDIZED

Men's Models C and D wide—Women's Models B and C wide
Ready to ship from stock

Include Shoe Trees in your Spring Showings

Stimulate Sales **Increase Profits**

Send a sample order or write for prices.

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

Main Office and Factory

MONTREAL

TORONTO
90 Adelaide Street, W.

KITCHENER
46 Foundry Street, S.

QUEBEC
28 Domers Street

JOBBERS

HOCKEY BOOTS

Our Hockey Boots have extensive sales and supply a wide demand at a reasonable price. The quality and workmanship put into their manufacture insure a first-class product on which you can realize a large and profitable turnover. Write us for samples.

J. E. SAMSON ENR
QUEBEC

The Best and Most Durable Shoe Laces Are Made With Our

Power Shoe Lace Tipping Machines

Textile and Special Machinery
Harris-Corliss Steam Engines

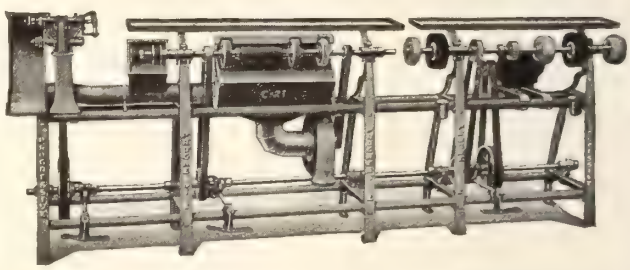
Eastern Representative for
WORM GEARS AND WORM GEAR REDUCTION UNITS

The Franklin Machine Company
Engineers Founders Machinists
189 Charles Street, Providence, R.I.

98%

Said if they were buying a new outfit now it would be another Progressive.

Willing to buy again! That's what 98% of the repairmen said who responded to a questionnaire containing this query. These men had all used Progressive Finishers five years or longer.

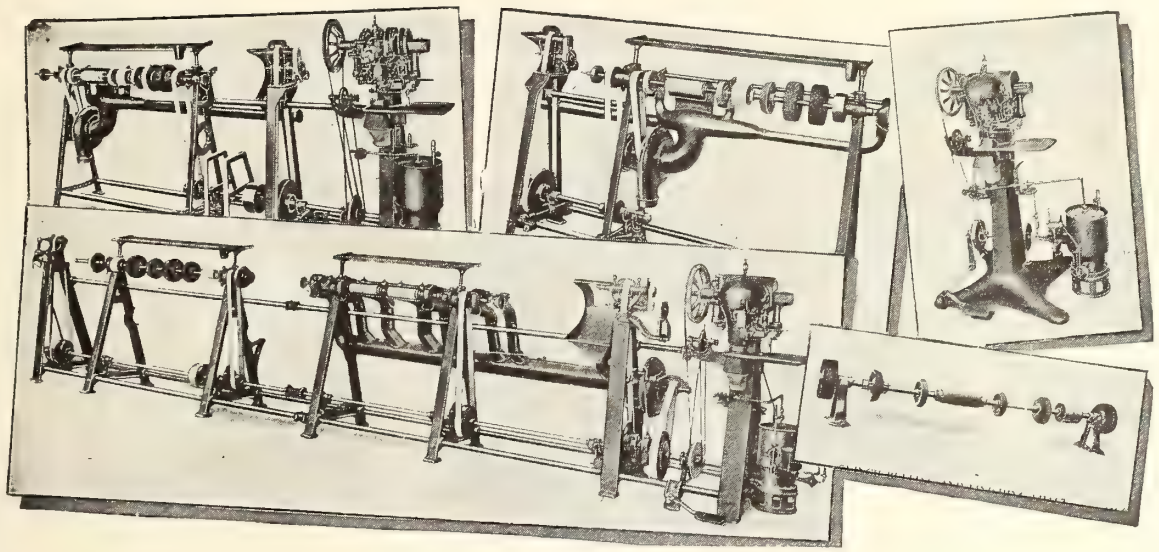


Could you imagine these men willing to invest again in Progressive equipment if it hadn't given them the best of satisfaction? If you buy a Progressive Finisher now, in five years you'll be mighty glad of it. Better let us tell you why.

PROGRESSIVE
SHOE MACHINERY COMPANY
MINNEAPOLIS, MINN.
U. S. A.

Start This Season Right

Make a Profit From Your SHOE REPAIRS



Large or small we have equipment that will suit exactly—Built in our Montreal Factory.

Proper Equipment in Your Repair Shop Will Increase Production

Reduce Needless Toil and Lessen Labor Costs

Whatever your location we build an outfit that will be a genuine assistance in your business. Electrically driven outfits or special gasoline engine equipment for those locations having no power.

Indecision Will Not Earn You Money

Get Started on That Contemplated Installation

Write for our Catalogue and Particulars NOW

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

Main Office and Factory

MONTREAL

TORONTO
90 Adelaide Street, W.

KITCHENER
46 Foundry Street, S.

QUEBEC
28 Demers Street

"LA-RITA"

A New Number in this Popular Line

"Young Misses"

"La-Rita" Babies', Infants', and children's high grade stitchdowns have long been a popular line with the trade. Because of their popularity we have added a new number "Young Misses" stitchdowns which are of the same high quality.

Write us for particulars.

The Rita Shoe Co.

Limited

St. Hyacinthe Que.

By Appointment

The Greatest Quality at Any Price

Genuine Indian-Made Slippers
High Grade Elk Moccasins
Tough Elk Work Mitts

These three lines are the leading products of the Holt, Renfrew Indian Factory at Loretteville. The prices at which our new lines for 1922 are offered will compare favourably with any, while the quality of both material and workmanship is supreme—just the sort of merchandise which has made the Holt, Renfrew reputation—the sort of merchandise which will do credit to your store.

Write us to-day and our salesman will call, or we will mail samples and price lists direct to you.

Holt, Renfrew & Co.

Limited

Quebec, Que.

Edwards & Edwards

LIMITED

TANNERS OF

SHEEPSKINS

FOR

Shoes, Gloves, Saddlery
Upholstering
Bags and Suit Cases
Bookbinding
Fancy and Novelty Goods
Skivers
Embossed Leathers
Etc., Etc.

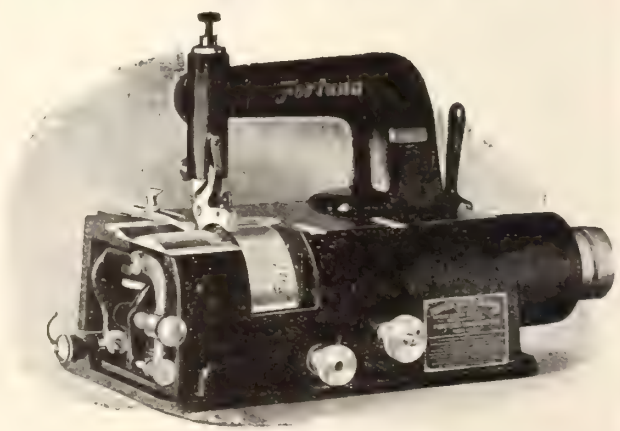
Edwards & Edwards Limited

Head Office and Sale Rooms: 27 Front E. Toronto
Tanneries: Woodbridge, Ont.

Quebec and Maritime Provinces Represented by
JOHN McENTYRE LTD. 28 St. Alexander St. MONTREAL, QUE.

Fortuna

Skiving Machine



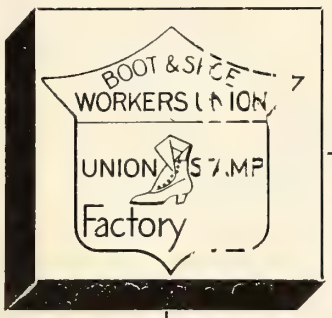
For Manufacturers who Skive Leather, Felt, Cork, Rubber or Paper

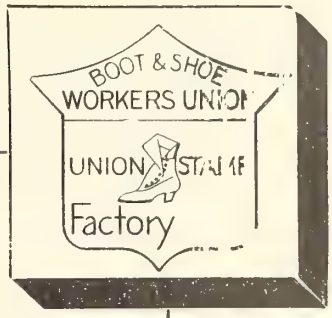
Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.

147-153 Waverly Place - NEW YORK





LOYALTY TO AN IDEAL

Union Stamp Shoes are being Steadily Advertised in 150 Labor Journals all over the Country.

Union labor carries its loyalty to its industrial principles with it when marketing. In many cases merchandise is refused unless a union seal indentifies the goods.

In the shoemaking industry, the stamp of the Boot and Shoe Workers' Union is the sign of buying-assurance to Union members.

Many retailers have found the open door to greater profits by featuring footwear which has this Union Stamp imprinted upon it.

Look for it on your stock and then feature it in your advertising. Members and friends of unionism will remember your store and bring their trade to it.

Feature the Union Stamp in your local advertising.

The Union that has an agreement with manufacturers settling all wage differences by ARBITRATION.

Boot and Shoe Workers' Union

246 Summer Street **BOSTON, MASS.**

Collis Lovely, Gen'l Pres't **Chas. L. Baine, Gen'l Sec'y-Treas.**

"La Duchesse" McKays for Women Turn Slippers for Men

Get in touch with your jobber early and let him show you the splendid "La Duchesse" models he has waiting for you. In a variety of leathers, lasts and patterns, and radiating good workmanship and unusual value.

Jobbers Only

"La Duchesse" Shoe Co.

Registered

MONTREAL

The Peterboro Shoe

For MEN, BOYS, YOUTHS and LITTLE GENTS

A staple line of Footwear, prominently known for its superior workmanship, first grade materials, smartness and comfort. A Line you can stock with assurance. Write us to-day.

B. F. Ackerman, Son & Co., Limited

PETERBORO, Ont. Western Branch, REGINA, Sask.

MAKERS OF THE "PETERBORO" SHOE

H. O. McDOWELL — H. N. LINCOLN

International Supply Co.

The Largest Shoe Factory Supply House in Canada

IMPORTERS - - JOBBERS

Shoe Machinery, Findings and Factory Supplies

We are Exclusive Canadian Agents for the following well-known houses:—

American Lacing Hook Co., Waltham, Mass.
Lacing Hooks and Hook Setting Machines.
Armour Sand Paper Works, Chicago, Ill.
Crystolon Paper and Cloth for Buffing and Scouring.
Boston Leather Stain Co., Boston, Mass.
Inks, Stains, Waxes, etc., Cyclone Bleach.
The Ceroxylon Co., Boston, Mass.
Ceroxylon, the Perfect Liquid Wax.
Cincinnati Cutting Die Co., Cincinnati, Ohio.
Quality Breasting Knives.
The Louis G. Freeman Co., Cincinnati, Ohio.
Shoe Machinery.
E. L. Glennon Machine Co., Lynn, Mass.
Perforating Tubes.
Hazen, Brown Co., Brockton, Mass.
Waterproof Box Toe Gum, Rubber Cement.
Markhem Machine Co., Boston, Mass.
Marking and Embossing Machines, Compounds, Inks, etc.
M. H. Merriam & Co., Boston, Mass.
Binding, Staying, etc.
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Wax Thread Sewing Machines.
Poole Process for Goodyear Insoles.
Safety Utility Economy Co., Boston, Mass.
Electric Heating Equipment.
The S. M. Supplies Co.
Factory Supplies, Needles, etc.
J. Spaulding & Sons Co., N. Rochester, N.H.
Guaranteed Fibre Counters, Fibre Innersoling.
The Textile Mfg. Co., Toronto, Ont.
Shoe Laces.
United Stay Co., Cambridge, Mass.
Leather and Imitation Leather Facing, Welting, etc.

We carry three large stocks in order that we may serve you promptly. You will do well to avail yourself of these stocks.

Quality Goods — ***Right Prices***

INTERNATIONAL SUPPLY CO. MONTREAL KITCHENER QUEBEC — SERVES YOU RIGHT

Main Office—154 Notre Dame Street West, Montreal

Branches:—37 Foundry Street S., KITCHENER - - 566 St. Valier Street, QUEBEC

Goulet Service
Goulet Reputation

Service is going to be the important factor in the shoe trade this year—Service and Reputation

Goulet service and reputation will satisfy the closest buyer and meet the most exacting requirements of a season of close buying.

Before placing your orders for 1922 you are asked to get prices on our Men's and Boys' Welts, Women's Mock Welts, McKays and Standard Screw for Men, Women, Misses, Boys and children—and a solid line of Pegged Shoes for Men and Women.

Goulet Service means shoes when you want them and shoes at the right price

O. GOULET & SONS LIMITED

575 St. Valier Street **Quebec**

The Hector Shoe

Mr. Retailer:

Our new lines for Summer and Fall are hard to beat.

QUALITY is the chief aim of the manufacturers of HECTOR FOOTWEAR.

Get in touch with your jobber for samples.

Hector Shoe Company, Limited

331 Demontigny St. East - Montreal

S. Descrochers F. X. Leblanc

It will pay you to get our prices

INDIAN

Moccasins, Slippers, Snow Shoes for your approval

MOCCASINS—Fancy and wide toes, to supply all comers

SLIPPERS—A range of 25 different kinds in all shades

SNOW-SHOES—Below pre-war prices on these goods, and a fine stock to supply you

The above in Men's, Ladies', Misses', Childs', and Infants' Sizes.
The Right Goods, The Right Prices, The Right Time

At your service

BASTIEN BROS.

INDIAN LORETTE, QUE.

Agents for Ontario and the West:
ROSS & SHAW, 121 Wellington West, Toronto, Ont.

Spring and Summer Window Decorations

Novel and unique ideas in Window Displays

For originality we can not be equalled

Headquarters for everything in Window Display Accessories

Get our latest catalogs

Doty & Scrimgeour Sales Co., Inc.
30 Reade Street **New York**

"The House of Novelty Decorations"

HYDRO City Shoes offer a man just what he is most expecting these days, namely, a solid all-leather shoe of real old time quality, expertly made and finished throughout, good looking, long wearing and representing the utmost value. We can supply your requirements promptly on most of these lines from stock.

Travellers are now in their respective territories. Do not fail to see this line when our traveller calls.

Hydro City Shoe Mfrs.

Limited

KITCHENER - ONTARIO

GLOBE PILLOW WELT MADE IN CANADA

The PILLOW WELT

More and more retailers throughout Canada are realizing the selling qualities of the **Globe Pillow Welt.**

Comfort and Correct Fit.

The **Only Genuine** Goodyear Welt made with a **Pillow** "Insole".

Let us send you Samples and Prices

Globe Shoe Limited

Terrebonne, Quebec

Montreal Office: J. A. Bluteau, 11a. St. James Street

USED THROUGHOUT THE BRITISH EMPIRE

—Clarke's Patent Leather—

ARC BRAND

WHEN your men go out this Spring they will of course carry several lines made up of Patent

To be unable to say that the patent is "Clarke's" is to place these men under a handicap.

For the retailer of today knows the superiority of "Clarke's" over the ordinary kind. He knows that it holds it's shape, lasts long and does not crack. He knows that it assures the customer full value for his money.

You don't want your men working under a handicap.

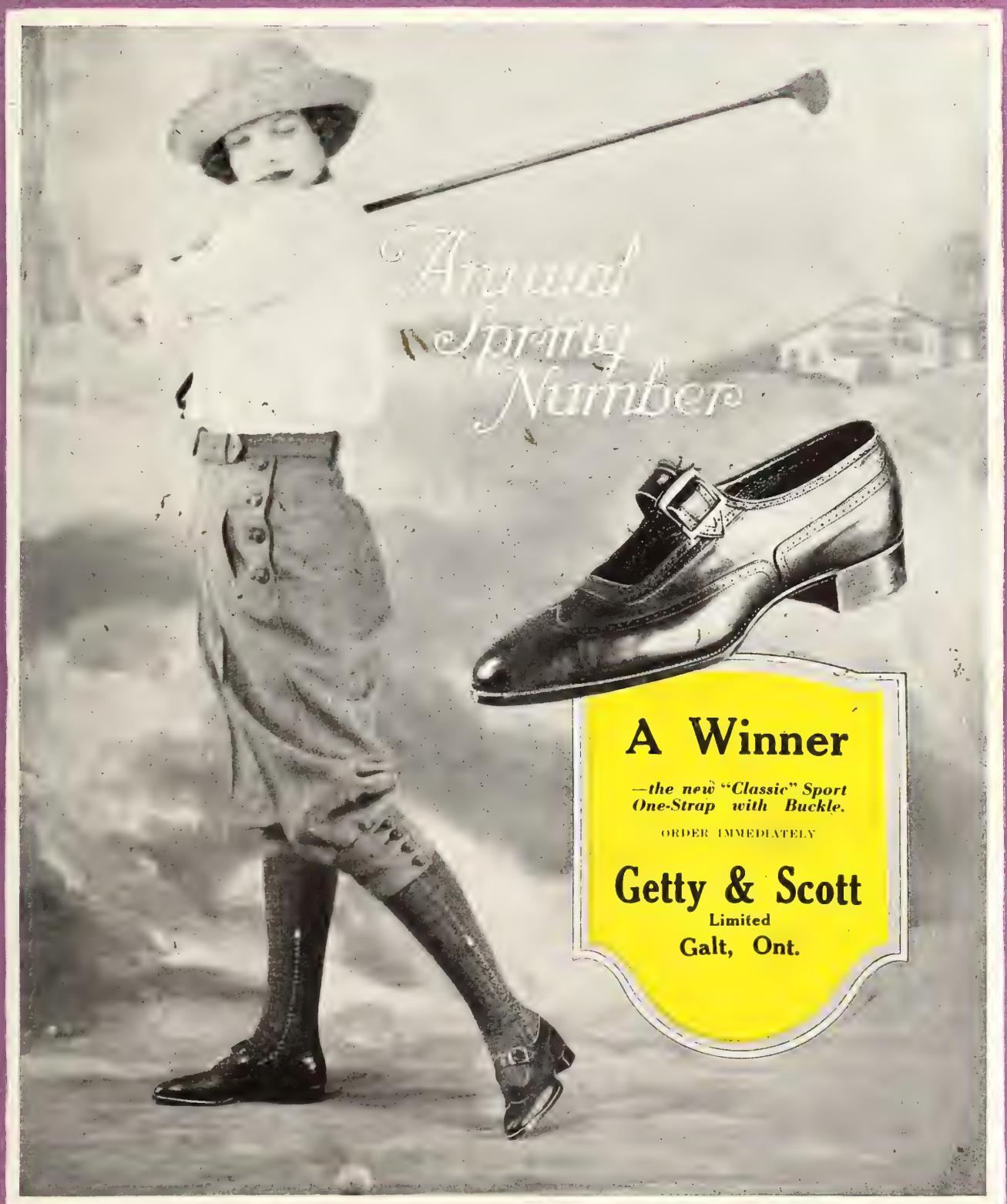
Why not estimate your requirements and send in your order now?

A. R. CLARKE & CO. LTD.
MONTREAL - TORONTO - QUEBEC

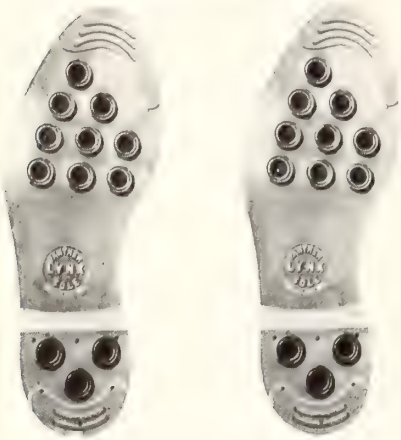
CLARKE'S

Vol. XII No. 4 Toronto, April, 1922

Footwear in Canada



THREE STYLES OF
PANTHER SPORT SOLES



PANTHER SUCTION SOLE

PANTHER INSERT SOLE

PANTHER STUDDED SOLE

PANTHER
Quality Sport Soles

MAKE SPORT SHOES SMART AND SERVICEABLE

REGISTERED DESIGNS

It is the sole that makes this practical outdoors accessory the popular number it was last season and will be larger this season

Panther Soles are made in three Sport Styles, each one being the peer of its class

COLORS:

Made in Pale Pink, Chocolate, Black and Ivory White

PANTHER QUALITY SPORT SOLES GUARANTEED

To wear twice as long as leather

Officially correct for Golf, Tennis, Hiking, Yachting, etc.

Now being used by the best manufacturers

Ask your manufacturer for Panther Designs

Panther Rubber Co., Ltd.

Sherbrooke, Quebec, Canada

DESIGN REGISTERED CANADIAN PAT. OFFICE

PANTHER SUCTION SOLE

NOTE THE STANCE TOE AND HEEL SO LOVED AND DEMANDED BY GOLFERS

Invictus
THE BEST GOOD SHOE

Fall 1922

Our salesmen are now out. A postal to us will ensure a call at your store. Our complete Fall range well merits the time you will spend going over it. Why not apply for the Invictus Agency —where we are not represented?

Illustrations:

F266 153—Woman's Bro. Russ. two strap Oxford; imitation wing tip. Savoy Last
F572/25—Man's Bro. Memel Calf Brogue Bal; Double sole. La Bourse Last

PRICES ON REQUEST

GEO. A. SLATER, LIMITED, MONTREAL

"KEWPIE KEWPS for KIDS"

A new addition to the "Eclipse" Range

These FLEXIBLE, CUSHION-SOLED LEATHER SHOES will spell a new sense of foot comfort to children from 1 to 9 years.

KEWPIE KEWPS are constructed to give the maximum amount of flexibility. A perfect cushion is obtained, soft and smooth, which is held in a positive position during the entire life of the shoe. Only the highest grade materials such as has always featured the "Eclipse" range will be used.

In the Infants' 2-5 sizes will be made with Chrome Tanned Elk Sole which will stand up under outdoor wear and larger sizes with regular high grade Oak Sole Tannage.

They have been so designed that repairs can be made easily by any cobbler.

Process "Patent applied for."

For full particulars write

The Galt Shoe Mfg. Company, Limited

Galt - Ontario

Manufacturers of Growing Girls', Youths', Little Gents', Misses', Children's and Infants' Shoes.
Permanent Sample Room, Toronto—Room 7C, Cosgrave Bldg.; 167 Yonge St. Telephone Main 2250.

STYLE VALUE

No. 3782—Black dongola, one inch strap and buckle, Goodyear Welt.

EXCELLENT workmanship combined with high grade materials make the "La Duchesse" line one of the best sellers.

Get in touch with your jobber immediately.

La Duchesse Shoe Co., Regd.

Montreal, Quebec

"They're all Preaching Style"

STYLE is the keynote in shoe sales talk today. As a matter of fact, style is of tremendous importance in stimulating season to season trade.

We sell Style.

We supply it in the form of lasts. Our service is an individual one. Each of our clients enjoys the exclusive use of the last designed for his product. He has no fear of duplication by us.

Are you getting all the service you require in this matter? Let us show you a style service worth while.

For the convenience of Ontario Manufacturers we have an office at No. 64 Wellington St. W.

Room 212, Toronto, Ont., Telephone Adelaide 4499

United Last Company, Limited

MONTREAL, P. Q.

BLACK
BEAUTY
CHROME PATENT
SIDES
THE ROBSON LEATHER CO. LIMITED
HIGH
GRADE
SIDE
LEATHER
OSHAWA
CANADA

For Summer

Now is the time to look over your stock and prepare for Summer business.

It is the time to send in sorting orders for Ames Holden Tennis and Canvas Footwear.

Ames Holden

HEAD OFFICE:

Branch Sales Warehouses at:

Charlottetown, Sydney, Halifax, St. John, Quebec Sherbrooke, St. Hyacinthe, Montreal, Ottawa,

Trade—

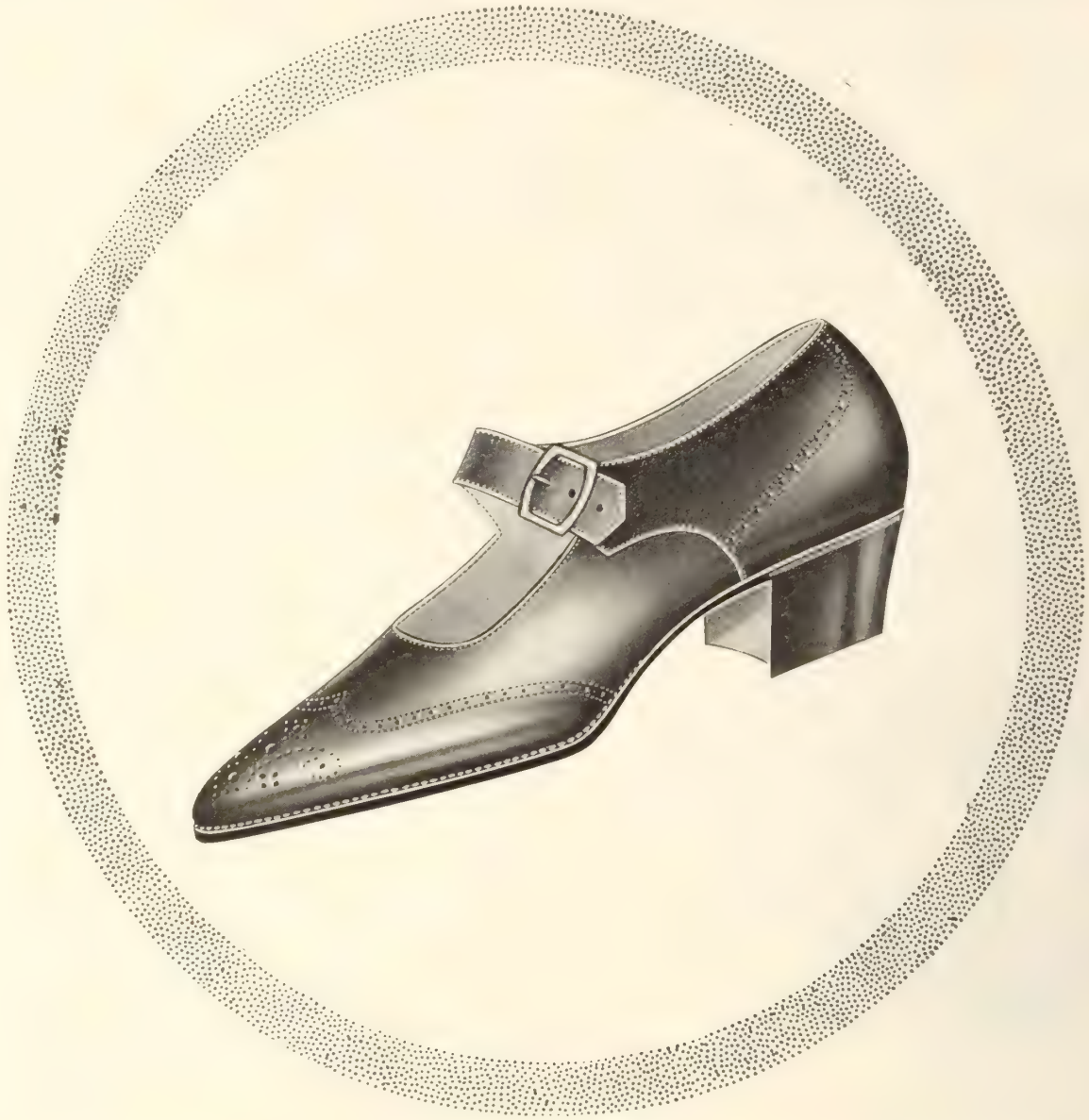
AHM System

"Compare the Wear"

McCready, Limited

MONTREAL

Toronto, Hamilton, Kitchener, London, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Vancouver.



Everything Points to Its Being the Season's Best Seller

First-class workmanship, up-to-the-minute styles, and splendid values are the three features of the Marois lines.

We manufacture a complete line of Men's, Women's, Youths' and Childrens' Goodyear welts, McKays and S.S.

Sold by all Leading Jobbers.

Our capacity of 5000 pairs a day enables us to guarantee prompt delivery

A. E. MAROIS LIMITED

Awarded Gold Medal at Quebec Provincial Exhibition, 1921.

Office - 459 to 465 St. Valier St. **Factory - 10 to 20 Arago Street**

for Profit & Prestige

YOU can do no better than sell the "Newchurch" range of slippers and House Shoes for Men, Women and Kiddies. The wide variety of styles and colors enables you to meet, in satisfactory manner, every possible demand. By up-to-date methods of manufacture, we are able to offer products of excellent design and quality at prices that make sales certain.

We produce solely for the Jobber and for the Export Distributor.

The Newchurch Boot Co., Ltd.

Globe Mills, Waterfort

Nr. Manchester - England

Agents

Western Canada, including British Columbia: R. E. Bricker, 262 Overdale Street, Winnipeg, Man.

Eastern Canada: J. W. Price & Co., 70 Lombard Street, Toronto, Ont.

GOODYEAR WELTING

Highest Grade - Made only from Side Leather

Write for Quotations and Samples

WICKETT & CRAIG, Limited

TORONTO - CANADA

You Have Sold Shoes --- How About Findings?

GRIFFIN Polish—Suede Renewers—Cleaners and Dyes
Endorsed by Finest Retailers and Manufacturers

Advertised Internationally to the Public

SHIPPING FROM STOCK -- TORONTO OR MONTREAL

WE STRONGLY ADVISE ORDERING TO-DAY

LATEST PRODUCT (Smoke Horse and Smoke Elk Cleaner and Finish)

A Griffin Leather Insurance Product for Every Material

There are no Better Known or Better Dressings than "GRIFFIN"

CANADIAN SHOES-FINDINGS-NOVELTY CO.

2 Trinity Square -- TORONTO 153 Peel St. -- MONTREAL

OMEMEE TANNING CO.

Packer Oak Sole Crops Backs
Bends Shoulders Bellies

HEAD OFFICE: 79 Front St., East, Toronto **TANNERY: Omemee, Ontario.**

WILSON SEWED SHOES

These shoes have many advantages over regular turn shoes and give more satisfactory street wear. They are made with flexible insoles which do not allow the shoes to spread and lose their shape.

THE IMPORTANT ADVANTAGES OF WILSON SEWED SHOES

Light flexible footwear for evening and street wear.
Flexible and non squeaking.
No tracks anywhere.
Smooth inside as welts.
Close trimmed light edges.
Easily repaired.
No wrinkled linings.
We have these new styles in stock now:—

STYLE J 610 $3.75

Women's Black Vici Kid 6 eyelet Oxford. Vera last, 14/8 Leather Sport's Heel. Widths C & D.

STYLE J 635 $5.00

Women's Patent Grecian Sandal Aris last 18/8 Spanish Cuban Wood Heel. Widths B, C & D.

The John McPherson Co., Limited

Hamilton - Ontario

Chums REGISTERED

Chums REGISTERED

The Best Known Juveniles' Welts in Canada

Here is a line that is firmly entrenched in the mind of the public from coast to coast.

Capitalize on that fact!

Think how much easier it is to sell a nationally known, nationally advertised article. Think of the prestige it brings your store.

Build a solid foundation upon the "Chums" line and you will always have reason to congratulate yourself.

"Chums" are made by an organization who find it worth while to specialize upon shoes for Boys and Girls. The proper development of the foot from the age of about three years is carefully taken care of through all stages to mature age.

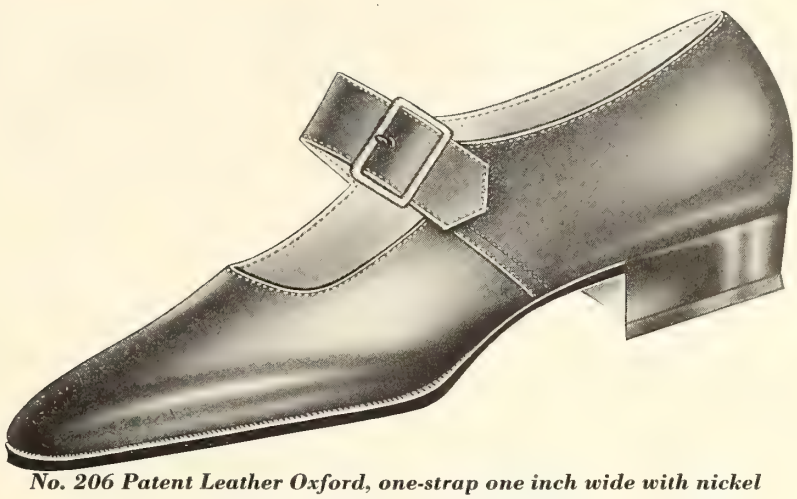
Only the finest materials are used throughout, hence their splendid wearing and fitting qualities.

Children's sizes 3 to 10½ strongly constructed in the stitch-down welt process, and the misses', youths', boys' and growing girls' sizes in the genuine Goodyear Welt construction.

A wonderfully specialized range of real shoes that can be kept well assorted at all times by the quick service our large In-Stock department affords you.

Charles A. AHRENS Limited
KITCHENER, ONT.

Write us to-day for catalogue and price list giving full particulars.



No. 206 Patent Leather Oxford, one-strap one inch wide with nickel buckle, celluloid covered 9/8 heel.

One of our latest creations.
Style, quality and value are combined in the G. L. & H. lines.

Get in touch with your jobber.

Gagnon, Lachapelle & Hebert

55 Kent Street
MONTREAL

Style Sells The Shoe

Women's Beige Buck, 1 strap, 2 buttons, 1 opening on side, 6 patent bars on tip, celluloid covered Spanish heel

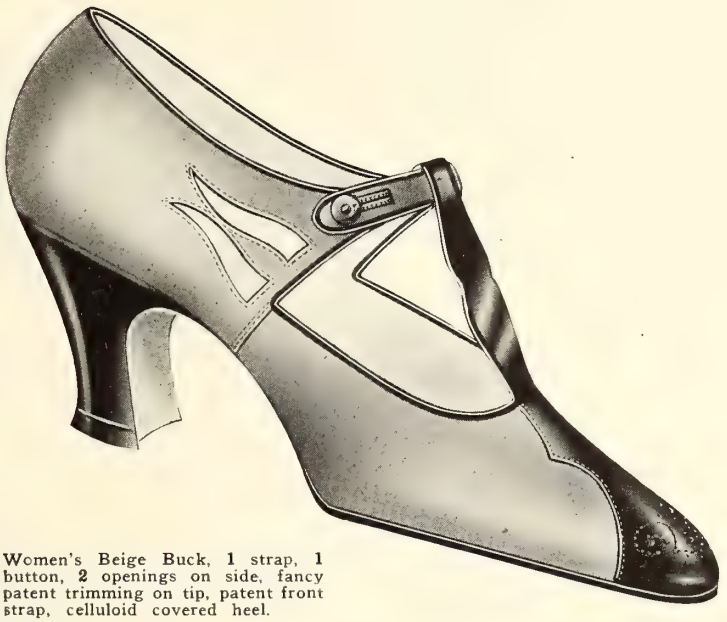
The above is just a sample of one of our many lines.

"Something Different" is the reason why the Regina Shoe is one of to-day's best sellers.

Regina Shoe Company, Limited

330 Notre Dame Street, W., Montreal, Que.

NOVELTIES



Women's Beige Buck, 1 strap, 1 button, 2 openings on side, fancy patent trimming on tip, patent front strap, celluloid covered heel.

The demand to-day is for novelties at a price. Get in touch with us at once and avoid disappointment.

Regina Shoe Company, Limited

330 Notre Dame Street, W., Montreal, Que.

The Lady Belle Shoe Company

Limited

Kitchener - - Ontario

The four models here shown Will give you a good idea of the neat, sensible Lady Belle shoes so much in favor with your average woman customer.

All in-stock, at very attractive prices.

Send for our Catalogue of In-stock Lines

No. 177.—Black kid 2-strap. Duchess last. C. & D. widths. Imitation tip, or plain. In-stock.

No. 7407.—Brown calf oxford Bal. Countess Last, and Caprice Last C. & D. Widths. In-stock.

No. 7436—Black kid oxford Countess Last.

No. 7407.—Brown calf oxford Caprice and Academy C. & D. Widths In-stock.

No. 1401—Black kid oxford. Patent or self tip. Aunt Polly oversize. Cushion insole. Rubber heel. Pat. or self tip and plain toe.

No. 717.—Aunt Polly over-size Standard and stout ankle. Cushion insole.

"Our Spirit of Creation has made Our Reputation"

"ST. ANDREWS"—The perfect golf shoe, combining comfort, style and service, approved by leading Professionals.

The patented rubber studs on the sole and heel give the wearer a firm footing while playing, yet do not mark the Club House floors or damage the greens.

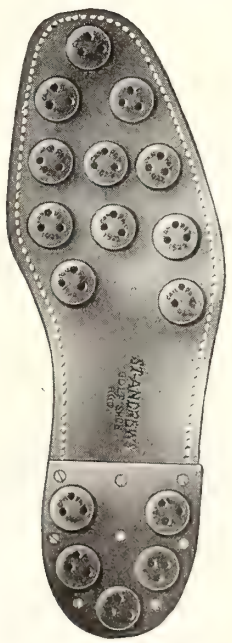
This shoe is unlined, consequently there are no seams or wrinkles to hurt the foot.

The "ANTI-PERSPIRATION INSOLE" absorbs the perspiration and keeps the foot cool and comfortable. Made in many combinations of leather.

The leading retailer should stock this shoe—made only by

The Tetrault Shoe Manufacturing Company Limited

Montreal - - - Canada



Y A

N. 311. Women's and Growing Girls' McKay, Bal. Made in Gunmetal Calf, Dongola, Mahogany Velour side or Patent vamp and dull top. Sizes 3-7.

This sporting bal is obtainable in Brown and Black Elk, English Kip, Tan Grain and Pearl Ooze Split. A very strong seller wherever shown.

MASKA

The ever popular Yamaska Footwear makes its spring presentation to the trade in a variety of new and interesting samples for summer selling.

Past performance has proven that Yamaska holds a desirable position among the many brands of popular priced footwear on the market today. You can capitalize this popularity by laying in a good stock.

La Compagnie

J. A. & M. COTE

St. Hyacinthe

QUEBEC

QUALITY SERVICE VALUE

Kid Oxford Saddle Tip, Cushion Turn
Widths E, E E, & E E E.

We make a full line of Turns from Infants' to Men's
Every Shoe is a "Comfort Shoe"

Get in touch with your jobber immediately

HECTOR SHOE COMPANY

331 Demontigny Street E., Montreal

S. Desrochers F. X. Leblanc

Buy as You Need

J. A. McLAREN
Company, Limited
Wholesale Shoe Distributors
TORONTO ONT.

Take Advantage of Our Sorting Service

There's no need to overload your shelves and carry a big overhead expense—if you let us take care of your requirements. Ordering from McLaren's is just as safe as coming to the warehouse and personally selecting the goods yourself. A special department is at your service to handle sorting orders and have the goods delivered on time exactly as specified.

For summer we are featuring White Goods in Oxfords and Strap Slippers—Goodyear Welts, Turns and McKay Sewn. In the leather lines we again offer the justly famous "IMPERIAL," "LITTLE CANADIAN," and "MAPLE LEAF" Brands.

"IMPERIAL" Strap Slippers—the Season's Favorites

One, two and three straps in buckle and button, featuring especially women's **Wide one-strap with buckle,** in Goodyear Welts, Turns and McKay Sewn. These are in patent leather, Havana Brown calf and gun metal calf. They represent the last minute productions of the best factories and just what the trade is calling for.

"MAPLE LEAF"

Solid leather working shoes for men and boys in all heavy leathers—every pair guaranteed.

"LITTLE CANADIAN"

This brand is wonderfully popular for Misses' and Children's trade. Pleasing lasts and patterns in medium and fine grades.

"SPEED KING" "OUTING" and "SPORTING" SHOES

Have you noticed the "sport" tendency in clothes for the coming season? It is bound to have its effect upon footwear. We predict that more "Speed Kings" will be worn this summer than ever before. Clinch your share of this businss by sending in your order now.

WE CAN SUPPLY YOUR NEEDS

J. A. McLAREN COMPANY LIMITED

30 Front Street West :-: Toronto, Ontario

There are no more stylish shoes made than those shown in the Talbot line. You will need them for your better grades – Smart Styles, Finest Quality and Workmanship.

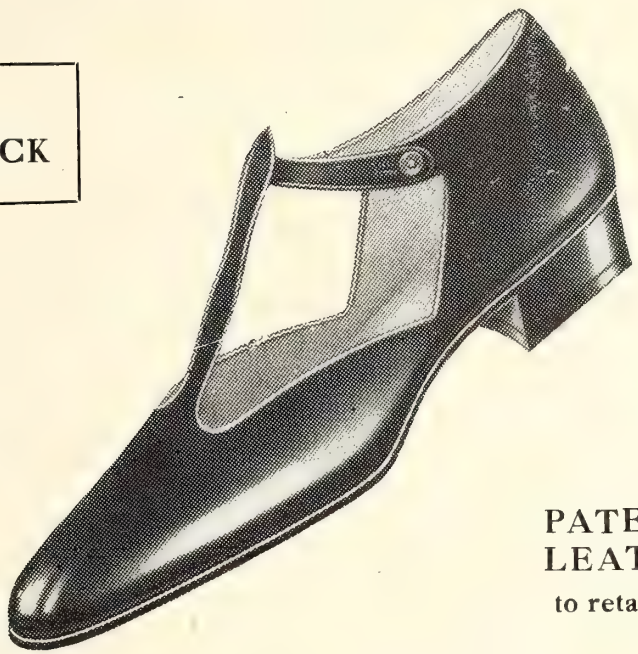
High grade welts exclusively

TALBOT SHOE COMPANY LIMITED

ST. THOMAS ONTARIO

A NEW O. & E. SPORT SANDAL

IN STOCK



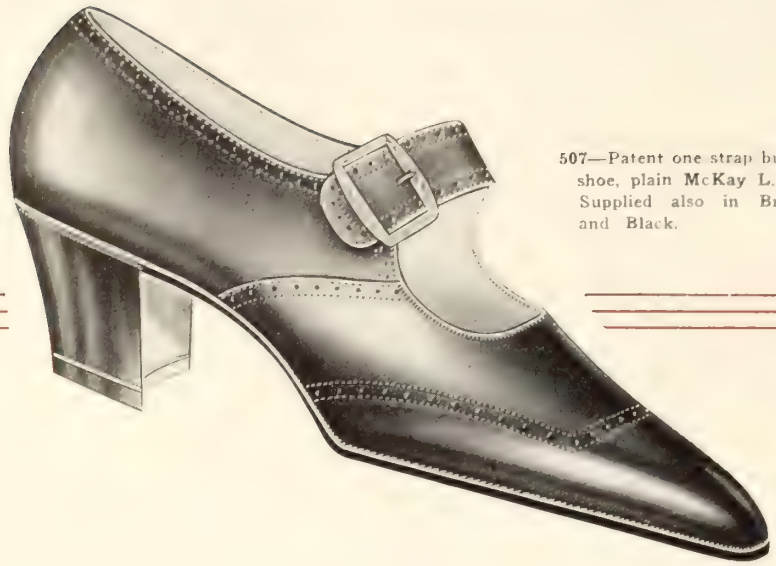
PATENT LEATHER
to retail at $12

We have never produced a shoe that has sold so well as this light, graceful sandal. We regarded it as such a good model that we decided to make it a stock design, and we are now four or five days behind in filling orders. These shoes are coming through the factory every day, however, so that dealers can depend on deliveries in reasonable time. Dealers have no trouble selling them—they are, in fact, just what ladies have been looking for. You'll make no mistake in ordering a good supply at once.

Owens-Elmes Shoe Mfg. Co., Ltd.

12 Sheppard Street, Toronto

Operating the only factory in Canada making strictly bench-turned shoes



507—Patent one strap buckle shoe, plain McKay L. 229 Supplied also in Brown and Black.

"METROPOLITAN"
"PATRICIA"
"DALACO"

'Trade Promotion
Through
Better Styles'
is the
motto of

DAOUST LALONDE

and Company Limited

MONTREAL - QUEBEC

Giving the people what they want —when they want it

WHEN your best customer wants a pair of rubbers, and you are out of his size, he doesn't wait until you replenish stock, he simply gets them elsewhere and you lose the business. Your goodwill cannot keep his feet dry on a rainy day.

It is imperative that you keep your stock in shape for rainy days at this time of the year. "Independent" Sorting Service enables you to keep your stock ready to supply your customer with finest Canadian-made rubber Footwear at all times.

Your order from our nearest wholesaler will be shipped immediately.

Place your order now for Fall

INDEPENDENT WHOLESALERS

Amherst Boot & Shoe Co., Limited	Halifax, N.S.
Amherst Boot & Shoe Co., Limited	Amherst, N.S.
Brown, Rochette, Limited	Quebec, Que.
James Robinson Co., Limited	Montreal, Que.
J. A. McLaren Co. Limited	Toronto, Ont.
White Shoe Co., Limited	Toronto, Ont.
C. Weaver,	Trenton, Ont.
The London Shoe Co., Limited	London, Ont.
T. Long & Brother Limited	Collingwood, Ont.
The Independent Rubber Co., Limited	Winnipeg, Man.
Amherst Central Shoe Co., Limited	Regina, Sask.
Dowers Limited	Edmonton, Alta.
The J. Leckie Co. Limited	Vancouver, B.C.

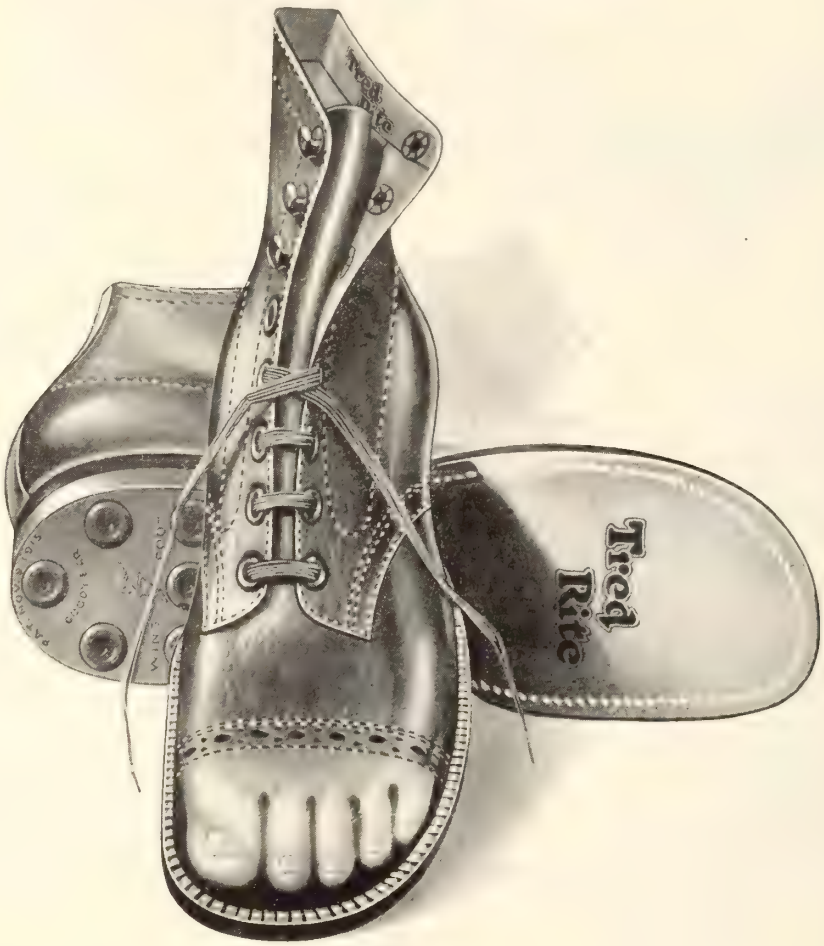
The

Independent Rubber Co.

Limited

Merritton - - - Ontario

"The Foundation of Health and Comfort For Young People"



Tred-Rite Shoes are solid throughout—real oak soles, substantial counters, good linings and all the other details both seen and unseen.

And their fit, too, is setting new standards in children's lines. Just notice how the roomy, well-proportioned last gives plenty of play to the growing foot at the same time snugly fitting at all points.

But why not let us send samples or have our salesman call? This is the only way you can realize their many excellent qualities.

Not only in their appearance but from the standpoint of value do Tred-Rite shoes appeal. Length of service considered, we believe there is no more economical children's footwear on the market.

Give us a call.

The Tred-Rite Shoe Company Limited

Otterville - - Ontario

Business Revivers

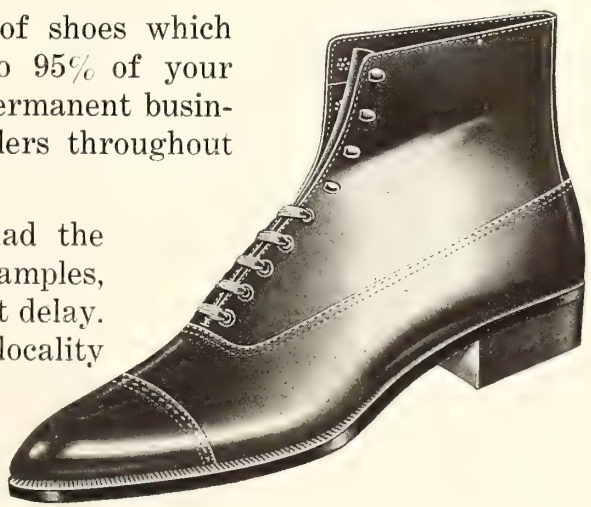
With the quickening of general business conditions, the merchants to benefit first are those who can offer a firmly established article of genuine merit.

Such an article is the Williams Shoe. Known from coast to coast, holding the confidence of everyone who has worn it, smart sensible and reasonably priced.

Although a staple and embodying the best features of the staple, much attention has also been paid to its appearance. A variety of pleasing lasts are in evidence to which others are constantly being added.

The result is a range of shoes which finds its greatest appeal to 95% of your trade—shoes upon which permanent business is being built by retailers throughout Canada.

If you have not yet had the opportunity of examining samples, get in touch with us without delay. Our travellers are in your locality and will be pleased to show you our line.



WILLIAMS SHOE LIMITED

BRAMPTON ONTARIO

Clarke's A.R.C. Brand Patent Leather

---a Specialty, not a Side Line

The high state of perfection to which this famous leather has been developed is the result of concentration upon a single problem.

Here we have a plant employing more than 400 workmen, with a floor space of 200,000 square feet and drying grounds covering six acres.

The most modern machinery and the most highly skilled leather experts are employed here—producing 1500 sides per day of the finest patent leather.

This is finally shipped to various parts of the world as well as to our own Canadian shoe manufacturers.

Whether your requirements for patent leather are large or small, this organization is ready to lend you every co-operation, to give you the greatest service at the lowest possible cost.

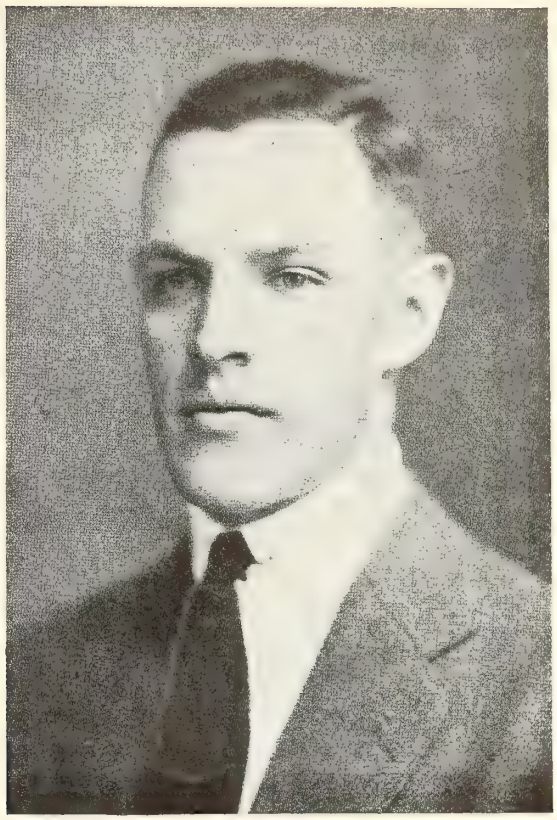
The next time you are in Toronto, come and visit us and see the leather under process. In the meantime, drop us a line for samples.

A. R. CLARKE & COMPANY LIMITED

Montreal TORONTO Winnipeg

Griffith B. Clarke.

—at the helm of the largest organization in the British Empire devoted to the production of high-grade patent leather. His strict adherence to the "quality first" ideal has been largely responsible for the striking growth of the firm.



Mr. Griffith B. Clarke, President

Branches at:

Montreal
52 Victoria Square
Quebec
556 St. Valier St.
Rochester
C. A. Brady
Boston
James Gentle
St. Louis
W. P. Erhart
Cincinnati
H. L. Fricke Rubber Co.
Chicago
Maddison D. King & Co.
London, Eng.
17 Finsbury St.
Paris, France
Bernard & Co.
Australia and New Zealand
Ullathorne Hartridge
South Africa
Mendlesohn & Frost
Constantinople
Whittal & Co.

A few acres of Clarke's Patent Leather and showing over $30.000 worth of leather in process.

AIRD & SON
REG.
AIRD & SON
MONTREAL

THE BOSTONIAN SHOE

At Your Service

On your selection of lines depends to a large extent your future trade. Only by care and a view to popular requirements, can you be assured of maximum returns to your business.

For many years we have served the retailer with lines of footwear that have sold consistently and that have built up steady trade and goodwill for our customers. Variety, quality and dependability have been three important factors in our service.

Make a point of seeing our samples by getting in touch with us early and you will be taking a step towards preparing for a good year's business.

We have an in-stock department that guarantees quick delivery at short notice from a wide variety of Canada's best assortment of footwear.

Make use of it

James Robinson Company

Limited

184 McGill Street Montreal

PROMPT DELIVERY

EUREKA

Our Growing Girls, Misses, and Childs lines are made with the same care and material as our Womans Lines.

No. 8512

Mr. Jobber you will require prompt delivery on your Fancy Lines when Spring opens up. We guarantee this.

No. 8552. Womans Two Button One-Strap Pump with imitation saddle strap. Last 100 14/8 Baby Louis Heel or Cuban Heel.

See our new Lines in One, Two and Three Straps, Button and Buckles.

Wide and Narrow Straps

Our Prices include Laces & Cases

EUREKA SHOE COMPANY, LIMITED

Three Rivers - Quebec

WRITE US TO-DAY FOR SAMPLES AND LATEST PRICES.

"HUMBERSTONE"

Built for Boys and Girls

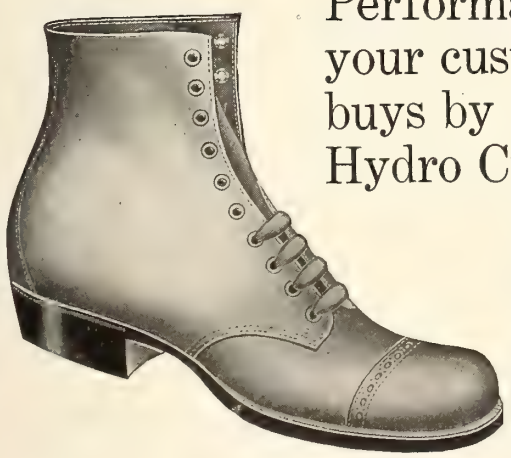
A thorough knowledge of the needs of juveniles, born of long experience, enables us to put Humberstone Shoes on the market with every confidence of their excellence in this particular field.

Our "Non-Rip" Sandal promises to eclipse all previous sales records during the coming season as the satisfaction which follows the sales of last summer has greatly increased the demand.

Have you seen a sample of the neat little Oxford, here illustrated? There is no better line of this kind on the market. We shall be glad to send you samples of this or any other of our lines immediately upon request.

Humberstone Shoe Co., Ltd.
HUMBERSTONE ONTARIO

HYDRO CITY SHOES



Performance is what counts after all and your customer is going to judge the shoes he buys by their performance as to wear.

Hydro City Shoes are made for one purpose mainly and that is *wear*.

For your customer who demands one hundred per cent wearing capacity these solid all leather shoes are as honest value as you can offer.

How is your stock of "Hydro City"?

HYDRO CITY SHOE MFRS.

KITCHENER LIMITED ONTARIO

The Logical Sole Leather for the Big White Season

ADVANCE fashions, throughout the winter season at Palm Beach and Pinehurst, have favored strongly Vaughan's Ivory Sole Leather. With the advent of spring, the nation-wide demand will be: "good white footwear with durable white soles!"

Sides	Bellies	Cut Soles	Fibre Board
Backs	Shoulders	Welting	Midsoles
Bends	Heads	Toplifts	Offal

GEORGE C. VAUGHAN

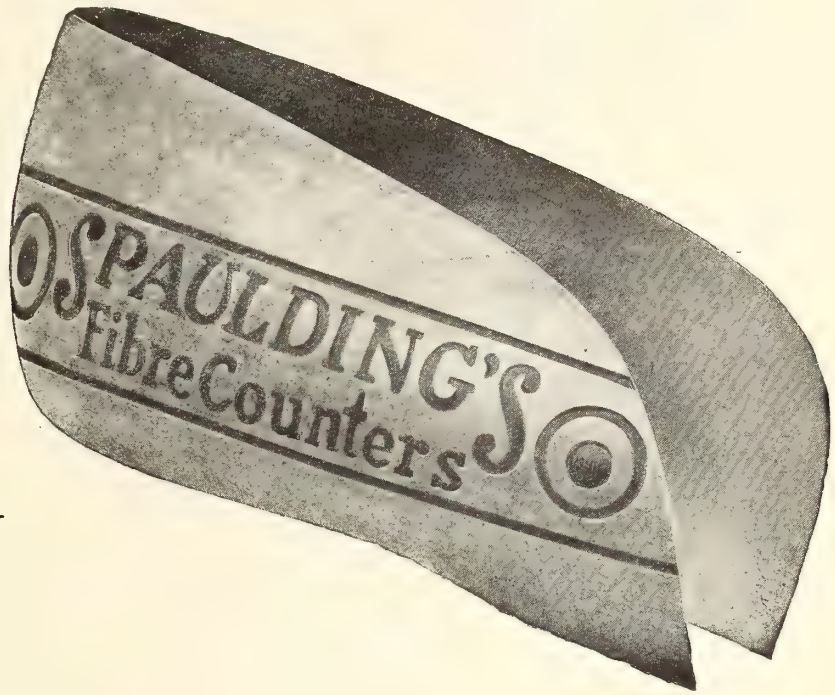
TANNERIES AT

PEABODY, MASSACHUSETTS

VAUGHAN'S IVORY

THE SOLE THAT HAS MADE WHITE SHOES STAPLE

MADE BY
GEORGE C. VAUGHAN
Tanneries at
PEABODY
MASS.



The uniformity of Spaulding's Fibre Counters is always assured. Special machinery of our own construction gives to every counter that perfectly moulded form that hugs the last snugly and gives a trim and correctly shaped backpart to your footwear.

J. Spaulding & Sons Company, Inc.

Main Office and Factory
NORTH ROCHESTER, N. H.

Boston Office
203 B ALBANY BUILDING

CANADIAN AGENTS

International Supply Co., Kitchener, Ontario, and Quebec City
V. Champigny, Montreal

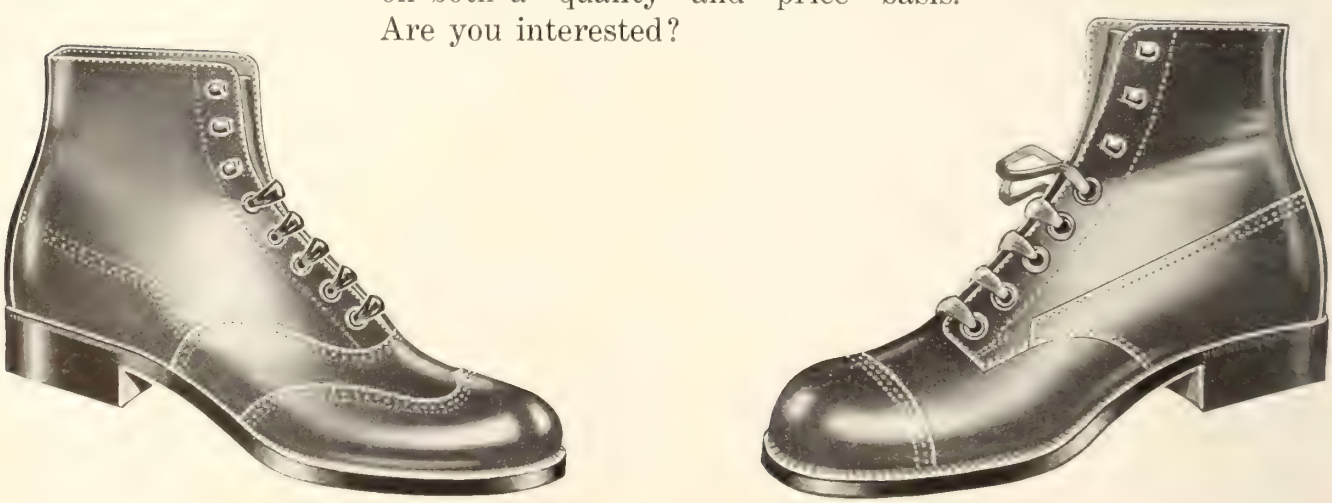
THE BEST *Everyday* SHOE

Jobbers---Make Sisman Shoes the Backbone of Your Summer Trade

Get our samples now. Notice how sturdy and well finished they are—both inside and out. Notice the quality of the sole leather, the uppers, the lining, etc. Notice, too, the shapely, well fitting lasts. You will immediately recognize them as shoes many of your customers would welcome.

Price, too, is a factor that has played an important part in their success. In every instance, reductions in the cost of production have been correspondingly passed on to the trade.

The "Best Everyday" Sroe trade therefore makes its appeal on both a "quality" and "price" basis.
Are you interested?



THE
T. SISMAN SHOE COMPANY
LIMITED
AURORA ONTARIO

K·B·

HARD SOLE
FELTS

SOFT SOLE
KUMFYS

Manufactured from exclusive material made in our own mill, combining the utmost in wear and the highest quality with style and comfort.

Made by THE COBOURG FELT CO. *Sold by* THE LEADING SHOE JOBBERS

H. O. McDOWELL H. N. LINCOLN

International Supply Co.

The Largest Shoe Factory Supply House in Canada

IMPORTERS — — JOBBERS

Shoe Machinery, Findings and Factory Supplies

We are Exclusive Canadian Agents for the following well-known houses:—

American Lacing Hook Co., Waltham, Mass.
Lacing Hooks and Hook Setting Machines.
Armour Sand Paper Works, Chicago, Ill.
Crystolon Paper and Cloth for Buffing and Scouring.
Boston Leather Stain Co., Boston, Mass.
Inks, Stains, Waxes, etc., Cyclone Bleach.
The Ceroxylon Co., Boston, Mass.
Ceroxylon, the Perfect Liquid Wax.
Cincinnati Cutting Die Co., Cincinnati, Ohio.
Quality Breasting Knives.
The Louis G. Freeman Co., Cincinnati, Ohio.
Shoe Machinery.
E. L. Glennon Machine Co., Lynn, Mass.
Perforating Tubes.
Hazen, Brown Co., Brockton, Mass.
Waterproof Box Toe Gum, Rubber Cement.
Markhem Machine Co., Boston, Mass.
Marking and Embossing Machines, Compounds, Inks, etc.
M. H. Merriam & Co., Boston, Mass.
Binding, Staying, etc.
Puritan Mfg. Co., Boston, Mass.
Wax Thread Sewing Machines.
Poole Process for Goodyear Insoles.
Safety Utility Economy Co., Boston, Mass.
Electric Heating Equipment.
The S. M. Supplies Co.
Factory Supplies, Needles, etc.
J. Spaulding & Sons Co., N. Rochester, N.H.
Guaranteed Fibre Counters, Fibre Innersoling.
The Textile Mfg. Co., Toronto, Ont.
Shoe Laces.
United Stay Co., Cambridge, Mass.
Leather and Imitation Leather Facing, Welting, etc.

We carry three large stocks in order that w e may serve you promptly.
You will do well to avail yourself of these s tocks.

Quality Goods — ***Right Prices***

INTERNATIONAL SUPPLY CO. · MONTREAL · KITCHENER · QUEBEC · SERVES YOU RIGHT

Main Office—154 Notre Dame Street West, Montreal

Branches:—37 Foundry Street S., KITCHENER — — 566 St. Valier Street, QUEBEC

"THE WEAR IS THERE"

IT makes no difference whether your output is confined to the daintiest women's slippers or the sturdiest work shoe—there is a Breithaupt tannage that will exactly fit your needs and enable you to produce the finest possible footwear.

In addition you give your customers greater value because

"The Wear is There"

The Breithaupt Leather Co.

Limited

Manufacturers of "the Standard of Canadian Sole Leather"

Sales Offices:

KITCHENER TORONTO VANCOUVER MONTREAL QUEBEC

Tanneries at:

PENETANG HASTINGS KITCHENER WOODSTOCK BURK'S FALLS

Footwear in Canada

A National Journal of its Findings, Making and Sale, with a quality circulation—every reader a possible buyer.

Published Monthly.

HUGH C. MACLEAN PUBLICATIONS
LIMITED
THOMAS S. YOUNG, Managing Director

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

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WINNIPEG	320 Travellers' Bldg.
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LONDON, ENG.	16 Regent Street S. W.

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Vol. 11 **April, 1922** **No. 4**

Prospects for Greater Footwear Production in 1922

One important fact which indicates that the activity of the footwear industry in Canada is bound to be greater than it has been since 1919 is the fact that we have been short on production during the last two years. In 1920 the number of pairs produced in Canada was just over 16,000,000, while the total for 1921 is placed at 15,000,000. In 1919 the production ran over 20,000,000 pairs, but there was some export business done that year, and it also followed two years during which the production ran not very far above the 15,000,000 mark.

The normal requirements of our population should naturally run about two pairs per head of population per year, which would mean an average annual consumption of some 19,000,000 pairs. It will be noted, therefore, that our output of shoes for a two-year period is approximately 7,000,000 short of what would normally be used by the consuming public. Any surplus from the year 1919 must surely have been absorbed, and during the last few years the imports have been entirely negligible. In illustration of this take the imports of shoes from U. S. during three months of 1921. The total for July, August and September of last year was only some 8,700 pairs, and it is quite certain that imports from other parts of the world were so small as to have no appreciable effect upon the situation.

Summing up the situation, therefore: In 1916, there was a production of 20,500,000 pairs, in 1917 slightly over 15,000,000, in 1918, approximately 15,000,000, in 1919, 20,000,000, in 1920, 16,000,000, and in 1921, 15,000,000. Not taking into consideration our export business, which was quite appreciable, the average for these six years is approximately 17,000,000 pairs, which would inadequately meet the needs of our population. The last two years of short production have allowed ample time for using up all surplus that might remain from the one year of high production which we have had since 1916. Is it not the logical conclusion, therefore, that at the moment there must be a scarcity of shoes in the retail stores and in the homes of our people, and that as a result, the output during 1922 must reach a total somewhere near Canada's normal needs, that is 19,000,000 pairs.

The Use of Style to Stimulate the Shoe Business

Style has been used very greatly these last years to stimulate the demand for footwear. The shoe is developing, as the hat has developed, from an article primarily of use to an article primarily of ornament. This does not mean that the stylish shoe to-day is not necessarily an eminently practical piece of wearing apparel. In many cases it is, but the fact remains that deciding element in its sale is its success in invoking the fickle Goddess of Fashion. The handsome profits which are realized on any style that finds favor with the imperious Dame lead some to take extreme measures in the efforts to share in these pecuniary blessings.

But the "style" game in Canada is not one which, generally speaking, can be played to advantage by taking long chances on freak numbers. One of our best known stylists, writing to "Footwear," says:—

"Quality is the most important factor this spring in selling fancy footwear.

"In retailing what are known as novelty styles, it is absolutely necessary to keep two things constantly in mind.

"First: It must be remembered that of the many styles and patterns designed by manufacturers only one out of a hundred ever becomes popular. Consequently the whole responsibility falls upon the retail buyer to select the winners. He must use good judgment and be capable of deciding between something attractive "and a bit freakish" or something attractive and still within the restraint of good taste.

"Second: While Canadian women like novelties and new styles equally as well as do the American women, yet they are undoubtedly more discriminating in their demands for proper contrasts and all the

little details which harmonize and which characterize refined simplicity rather than show, and above all they want quality and workmanship—nothing is so hideous, and nothing is so hard to sell in Canada, as a fancy shoe poorly made."

We would also like to point out, however, that while the retailer is catering to feminine taste, he also has the opportunity to educate and direct it to a large extent. While he may or may not be able to exert an influence in creating a vogue for certain lasts or designs, he can help to determine what shall be considered "good taste" in the types of shoes worn for different purposes and occasions. He can increase business, and increase prestige, by selling more kinds of footwear, appropriate for the use to which they are to be put. The indiscriminate use of popular styles of shoes at any time and in any place has been lamentable. Satin straps were worn on occasions when the really suitable article was a sturdy lace boot, and now no doubt we shall see sport oxfords worn at weddings, afternoon teas, dances, church services, and on all manner of occasions for which they are entirely unsuited.

Why not let us sell hiking boots for hiking, outing shoes for picnics and outings, sport shoes for wear with sport clothes, white turns for summer dances, sandal patterns, perhaps, for wear with the tailored suit, suede or patent straps for afternoon wear; wedding slippers, "tea-time" pumps, boudoir mules, and so on.

Let us get down to a common sense application of style in the sale of footwear, where instead of it controlling the shoe business, the shoe business exercises some controlling influence over it.

"In Business, Rumors are Facts"

"In business rumours are facts," said Lloyd George in a recent speech before the British House of Commons. And L. G. has the faculty, at times, of bringing home a striking fact in one brief sentence. Rumours are facts because commercial activities depend so largely upon public sentiment, and the credulity of the public is phenomenal. 'Tis not what is, but what is believed, that most often affects the condition of the markets and our industrial conditions generally. A rumour in the "street!" How it plays havoc with all logical and foregone conclusions! What looked like a perfectly safe and sound investment to-day, to-morrow has lost half its value, all because somebody whispered. A prosperous business is ruined because a report started from nowhere that "there was religious discrimination against certain employees." The rumour of a firm's insolvency may actually create that condition.

It all goes to show that a rumour cannot be weighed and examined too carefully before it is passed along. Commercial gossip is often as hurtful and as dangerous as the gossip of the scandal-monger.

Why "Footwear" Was Started

We believe that circumstances call for the following brief explanation, which we are sure will appeal to all fair-minded readers of this paper:

For some years previous to 1911 the writer had in view the publication of a shoe magazine, but as the "Shoe and Leather Journal" was then in existence, and as it has never been the policy of this Company to invade another publisher's field, nothing was done.

About April, 1911, it was rumored that the Acton Publishing Company proposed to bring out a contracting and building paper in opposition to the "Contract Record," one of our publications. The writer inquired of Mr. Acton personally if the rumor referred to was correct and pointed out to him the fact that already there were three such papers in the field. Mr. Acton promptly confirmed the rumor, adding that he supposed Canada was a free country.

The Acton Publishing Company brought out their building paper almost immediately. They issued this paper for a few months only, finally selling, what was left of it, to another publisher.

This action of the Acton Publishing Company left us free, and the first issue of "Footwear" appeared in June, 1911. This issue carried nearly 50 pages of the highest class of advertising—a fair showing for an initial number. "Footwear" has been going strong ever since.

This appearance of "Footwear" very much displeased the Acton Publishing Company. They seemingly took the stand that, after all, Canada was not a free country, that the Acton Publishing Company had vested rights, and that an invader in their supposed domain should be treated without consideration; that, as far as "Footwear was concerned, all standards of business practice should be suspended.

Our reply to one phase of the treatment accorded us will be found on page 54 of this issue. We ask for a "show-down."

We apologize to our readers and advertisers for introducing into our pages a controversy of this kind, but circumstances seem to justify it. We believe it will clear the air and bring out the truth, which is in their interests.

Hugh C. MacLean
President
Hugh C. MacLean Publications, Limited.

The Buying Problem in 1922

Changeability of Styles and Uncertainty as to Prices Have Necessitated New Conditions in the Operation of the Industry—What will be the Result of Hesitation on Part of Retailers to Place Requirements Ahead?—How the Various Sections of the Trade View the Situation

The present situation in the Canadian footwear industry makes an interesting study—both for the economist and the psychologist. We are up against peculiar and unprecedented conditions. We had hoped to be "back to normal" last spring, and then again last fall. The failure to realize our expectations on both occasions rather took the wind out of our sales and none of us felt quite so ready to prophesy what would occur this spring. And the present season finds us in the same condition of uncertainty. Everyone prefers to "wait and see," rather than to take any definite action anticipating changes that are bound to come sooner or later.

Next Jolt Will Come From the Rear

The hesitation of the retail trade to buy ahead for next season's requirements is of course a factor that most profoundly affects the situation. It is the big reaction from the orgy of buying that found practically all the retail stocks in the country top-heavy in the spring of 1920. The sudden slowing up in demand, the changed attitude on the part of the public, and the insistence on lower prices, brought the trade up with a jerk that hurt so much that it now refuses to proceed more than a step at a time, and a pretty short step at that. And between each step it carefully surveys the situation, fearful least there may be another jolt. But the next jolt will come from the rear.

Merchants to-day, in general, are endeavoring to operate on the lowest possible stocks, and to replenish only from day to day, in accordance with the needs of the moment. This policy is considered the only safe one under the present conditions, but, unless there is a big readjustment in the machinery and methods of production, it must inevitably lead to the opposite extreme from that in which we found ourselves in 1920. There will be another reaction, and the man who can anticipate it sufficiently far ahead to make adequate preparation is going to have the opportunity of making money. Inevitably, if the present policy is continued to its logical conclusion, we are going to reach the point where the retail trade will find itself seriously understocked, and unable to take advantage of a recuperation of consumer demand. Some stores will have foreseen the condition and will have large enough stock and wide enough selection to take advantage of it. The majority will be scrambling to get shoes on a week's notice, and of course unable to do so. It's going to happen that way, unless the retail trade gradually begins to swing back to their former system of buying their requirements ahead, or the manufacturers, as a whole, adopt the policy of manufacturing for stock.

Why is The Trade Not Buying Ahead?

Now let us consider the immediate reasons why the trade is not buying ahead and what specific effect this attitude is having on the industry as a whole. The two main factors which operate to prevent placing business are—possible style changes, possible price reductions. "Footwear" took the opportunity of discussing the matter of buying with some of the style men in the retail trade, and they pooh-poohed the idea of placing ahead under present conditions. "It's impossible to tell now what may happen to the style trend next fall," they say. "Some new features may be sprung early in the season which will practically eclipse lines that we might pick as winners to-day." This about about expresses the general attitude of the high class trade.

The Question of Price Changes

Then as to price changes, some of the retailers assert that when they did some buying ahead in recent seasons, they found them selves at a disadvantage, in certain cases, as a result. One retailer with whom we discussed the matter very fully stated that he found that the goods he had ordered beforehand were offered from stock for immediate shipment when the season opened at lower prices than he had paid. As a case in point, he said that he placed an order with a certain firm last spring for shoes for September delivery, and actually before the goods reached him a new in-stock price list was issued, quoting the same shoes at 40 and 50 cents a pair less than the prices allowed him. Thus his competitors, who did not order ahead, had him at a considerable disadvantage when they entered the market in September. This he pointed out, did not encourage him to buy anything new for next fall. Under these circumstances, and considering the uncertainties with regard to styles, he did not consider it wise to place more than 35 or 40 per cent of normal requirements and the time for action, as he saw it, was not yet ripe.

The attitude of the average retailer, then, is briefly this:—The introduction of new styles in mid-season makes it entirely too risky to order style goods until late in the summer; the possibility of cheaper in-stock prices makes it unwise to place more than a small part of the requirements in staple lines.

Present Policy Increases Selling Expenses

There are two sides to every question, and the manufacturer and salesman of course have theirs. Some of the manufacturers point out that it has been absolutely necessary for them to play style to the limit in order to stimulate business. When a salesman goes out on a trip and returns with his order book scarcely used, they can't take a chance on sending him out on another trip without some of the latest novelties to offer the retailer as a sweetener for his stock—else he is met with "Oh! What about these new sandal patterns, or what not, Blank Shoe Mfg. Co., are showing? Haven't you any of them?" Besides, as they say, the "dear public" must have new fashions served to them right along, or they won't buy.

As to prices, they point out of course that they have to base to-day's shoe prices on to-day's cost of labor and materials. They can't control the market,

and if their costs rise or fall, their prices must do likewise.

The salesman is not the least affected of the men of the industry. He's in a position where he doesn't know what to do next. There was a time when a travelling man could go out on the road and be certain of taking orders from retailers to whom his goods are acceptable. To-day he may go out and find it impossible to take orders irrespective of whether his goods are acceptable or not. His customers are simply not buying. He's in a position where he doesn't know when he should make a trip or how many trips he ought to make. It almost looks as if he would be forced, in many instances, to the same methods as the grocery traveller.—Not a trip in the spring and a trip in the fall, in which to clean up each season's business, but out on the road all the time selling here a little and there a little. "It's a great life," some of the boys say, "but we're not squealing." And some are very optimistic about the possibilities of securing placing business after Easter.

The worst feature of the whole situation is that it is inefficient. It is increasing the cost of the distribution of shoes. The salesman's expenses are increased because he has to make several trips to secure the same amount of business, and the manufacturer's expenses are increased because he cannot plan his operations ahead on a definite knowledge of the amount of production required.

Why Not a Joint Style Committee

We have suggested before, and we would like to suggest it again, that a committee of the shoe retailers' association and a committee of the manufacturers' association should get together and discuss the possibility of the greater stabilization of styles. The machinery for such a joint-committee, we believe, is already in existence, and now is the time to put it into effect. Some of the retailers to whom we have mentioned this proposal shook their heads and said it would be impossible to hold anybody down to any arrangement under present conditions—that competition would force men to adopt whatever policy the exigency of the moment seemed to require. Nevertheless, no harm could come of a thorough discussion of the situation, and it might help to establish some definite basis of operation to which the industry could adjust itself. If footwear is to become subject to a short style cycle with constant variation, the sooner the industry as a whole realizes that fact and readjusts its methods accordingly, the better. It is claimed by some authorities that the style situation is not so uncertain as the retailers seem to imagine, that it is possible right now to pick the basic styles for fall, with a sure knowledge that there will be no radical variation from them. This would not suggest of course that the retailer should buy all fall goods now, but that he could lay in the foundation of his stock, and fill in later on with any appropriate novelties that might be introduced. As arguments against this possibility, retailers cite such unforeseen developments as the flat heel craze of this spring.

Men's Welt by Williams Shoe Ltd

From the Retail Viewpoint

In order to bring out a discussion, "Footwear" has asked a few representative shoemen to express their views on this very important question. Mr. Howard Blachford, of H. C. Blachford, Ltd., Toronto, writes us as follows:—

Owing to the fact that the buying public, especially in the ladies' departments, are demanding such frequent changes in styles it would be quite impossible for any retail merchant to buy any period ahead of the time actually necessary to produce the goods.

In the past years when the majority of a merchant's business was done on staple lines it was quite a satisfactory policy, for both retailer and manufacturer, to place business six to nine months in advance of requirements, but to day the proportion of turn-over might be extended at not more than 30 per cent on staple articles that could be ordered six months ahead; thus the bulk of the up-to-date merchant's business is on lines which are not re-ordered, or if re-ordered are changed in some respect so as to give the buying public a variation in appearance.

I, do not feel that there can be any chance of a return to the old system until such times as the novelty goods are a thing of the past.

The demand for flat heels of this season, as against even Baby LXV heels of six months ago, is just one instance of the impossibility of placing large orders in advance. I think the average merchant will quite agree that the present system of buying; although perhaps hard on both manufacturer and retailer, is the only one that can be adopted at the present time, and it is quite useless for any factory to expect a change to the old system.

The present method would also bring out the fact that the manufacturer, who can make up a limited quantity of "up-to-the-minute" shoes, not too extreme in style, and stock the same, is the firm who will get the business.

Buying Three Months Ahead

A well-known shoeman operating wholesale and retail in the Maritimes writes:—

From a retail standpoint we are buying our goods about three months ahead, where formerly we used to place a big order twice a year. We are not ordering much leather stuff for fall before the 1st. of June and are only now ordering our requirements for the month of June which will finish up our spring business, as we order light for each season with the view of sending along the second order when we see just how business opens up at the very beginning of the season. It is pretty hard to have a set buying policy today when things are so uncertain. However, busi-

ness is fully up to our expectations this spring and we cannot complain with the amount which we are doing. The retailers through the country are buying from our wholesale department in a very conservative way and are nat placing large orders ahead like they did in the past. However, they are buying constantly and we find the wholesale business generally in this section better than it was last spring. We think the usual rubber business is being booked for fall as it was last year, while perhaps some of the orders do not run quite as large.

In the wholesale business buying is done about on the same principle, as our customers are buying from us and we are not ordering anything for fall until we see how things will develop during the next month or two.

The following letter expresses the views of Mr. Chas. Levinson, of Hamilton:

Regarding the "twice a year six months ahead system of buying." would state that the writer's personal opinion as to this question is that while the present changes of styles continue as they have in the last few years, the policy of buying six months in advance is an impossibility. I have referred this letter to a couple of travellers who have been in this store, and they can also see where placing so far ahead, as long as this changeability remains is a problem.

While on this subject would state that, although in my main store we feature and advocate new lasts and patterns in shoes every now and then, we believe that the present style craze which the manufacturers have contracted has become a cumbersome burden on the majority of retailers, for as you are aware, there have been many styles brought out which disappeard in a period of two months, practically in the time that it takes for the retailer to have his shoes come in.

From the Salesman's Viewpoint

Mr. C. E. Fice, Ontario representative of J. & T. Bell, Ltd. writing from the salesman's viewpoint, says:

The retailers' present system of hand to mouth buying, which is necessitated to a great extent by the rapid changes in styles, is a hardship on the traveller as he is now obliged to cover his ground more than once a season. His expenses, therefore amount up in an alarming degree, through the high rates charged by hotels and for transportation, without any appreciable increase in business or income, and more often than not the extra trip is made at a loss and really to oblige his customers.

It is up to the travelling shoe salesman now to combat the retailers' tendency to put off buying, as it invariably works out to the disadvantage of all when he delays.

Tanners are short of finished leather, and I hear intend to keep short, as naturally enough they want to make a profit on their end of the game. Factory help is disorganized and both of these conditions naturally increase the cost of footwear, and of course delay the delivery of orders.

To-day salesmanship does not consist in merely selling merchandise. It is just as much our problem to aid the merchant in selecting styles which will make business for him, as it is the problem of the merchant himself. The dealer can co-operate with the salesman by remembering that in most cases the salesman's time is just as valuable as his own.

I have had several merchants tell me they would welcome the old manner of placing Spring and Fall orders as it relieved their minds of all uncertainty of styles, etc. just at the time trade is opening up each season.

As far as prices are concerned I am sure the merchants can go ahead with confidence and buy for their requirements as it does not look as if there will be any material reductions.

An 8" or 10" high laced boot in heavy semi-chrome, tan elk-olo, Black elk and pearl elk. A. A. Cote & Son.

W. A. Lane Opens Warehouse in Kitchener

The trade will be interested to learn that Mr. W. A. Lane, whose name is a familiar one throughout the industry, has severed his connection with the Citadel Leather Co., and has opened a warehouse at 6 Queen St., Kitchener, Ont. He has undertaken the Ontario representation of Paul Galibert, Montreal,

Mr. W. A. Lane

and will carry a complete stock of this firm's Empire Glazed Kid, as well as a general line of upper leathers.

Mr. Lane has had former connection with the Galibert firm, having represented them for four or five years, when he first came to Canada from the States a number of years ago. He is therefore thoroughly acquainted with their line, and is equally familiar with the requirements of the Ontario trade, to whom he requires no introduction.

The windows of the Lloyd-Rose Shoe Store are distinguished by their tasteful trims

This Shoe Store Strikes the Note of Individuality

Unique Arrangement and Furnishings Attract the Public Attention and Add to Comfort and Appearance—No Shelving in Fitting "Salon"—Aim to Supply Down-town Service in an Up-town Store

Large size is not essential to store attractiveness, nor is extravagance necessary to attain distinction in appearance. A glance at the accompanying illustration furnishes proof of this fact. Individuality is what counts. Here is a new shoe store opened in Toronto, in the Parkdale district, which is neither very large nor very pretentious, but which has the virtue of being "different" and has drawn considerable attention to itself on this account.

It is known as the Lloyd-Rose Shoe Shop, and Mr. Jack Rose, whose name is not unfamiliar to a wide circle of Canadian shoemen, is the executive head of the business. Mr. Rose is a young man, but has had a thorough experience in shoe merchandising, covering about twelve years. He began in the shoe department of Gough Bros. old store, in Toronto, under Mr. Harry Gibbins, and remained there until the lease was disposed of to the T. Eaton Co. some seven years later. From there he went to Montreal to the shoe department of the A. E. Rea store, also under the management of Mr. Harry Gibbins, and after about six months was promoted to the position of manager of Rea's shoe department in Ottawa, which position he held for some three and a half years. His next move was to the road. Having formed a connection with Rice & Hutchins, of Boston, Mass., he carried their shoes for some time prior to the war, but from 1914 forward the importation of shoes became such a difficult and unprofitable matter, in most instances, that he finally abandoned his efforts along that line.

Now Mr. Rose is back in the retail shoe game—this time for himself—and he has gotten off to a good start which augurs well for the success of the venture. The Lloyd-Rose shoe store, as Mr. Rose points out, is a tribute to the people of Parkdale. In many up-town districts a store of the same type could not be operated to advantage. It caters principally to the high c'ass women's and children's trade, though men's goods are also carried. The women's lines are restricted to welts and turns—Empress and Newport goods being the features of the stock. Hurlbut, Classic and MacFarlane lines cover the range in children's. Talbot shoes are carried for the men's trade. Mr. Rose adheres to the policy of confining his accounts to the fewest number of concerns that can supply the range of goods he requires. It is also interesting to note that he is carrying hosiery to match all leathers and shades.

Unique Arrangement Secures Attention

The Lloyd-Rose Shop is frankly making a bid to capture a share of the trade that would otherwise wend its way to the big down-town stores. Its unique lay-out is calculated to attract attention, to impress the visitor with the fact that here is an establishment that attempts something more and something better in the way of service than does the average suburban store. The impression one receives on entering is that of a comfortable and elegantly furnished rest-room. The shelving is at the rear separate from the fitting section entirely, and walls attractively papered in a quiet pattern, with "tapestry" panels at intervals, form a pleasing variation from the usual rows of cartons.

The furnishings, too, are quite unique. Armchairs and chesterfields placed on either side of the store create an atmosphere of luxury and invite one immediately to be seated. Waiting for service in one of these seats would be no unpleasant matter—a customer might take a snooze as comfortably as in his, or her, own living room at home. There are also handsome standard lamps, one on either side, and a table in the centre, used for the display of shoes, has a smaller table lamp. All these fittings are of wicker in ivory finish, and the upholstery is in blue and gold, secur-

ing a striking and attractive effect, which is at the same time refined and in good taste.

Shelving Confined to Rear of Store

The shelving in the rear half of the store consists of two wall fixtures and two double fixtures set between them. This leaves three roomy aisles which make the stock immediately accessible to the salesman. All of the shelves are in reach without the use of a ladder. It might be imagined that the separation of the stock from the selling section in this way would mean considerable waste of space, but Mr. Rose points out that the two centre fixtures at the rear accommodate a greater number of cartons than would wall fixtures in the front portion of the store, and the whole arrangement is so compact that there is no time wasted in securing the goods from the shelves. An added advantage, too, is that since the stock fiytures are practically out of the customers' sight, they do not need to be of an expensive type, and the extra expenditure that would be required for high-priced hardwood shelves can be devoted to other furnishings.

Novel Display Cases

One of the features which would immediately strike a shoe merchant visiting the store, and which cannot fail to catch the customer's eye, is the unique type of display cases used. There are four of them, placed diagonally in each corner of the selling floor. These cases are about twelve or fifteen inches in height and are finished in silver grey. They are set upon tables, similarly finished, which raises them high enough from the floor to allow the customer to closely examine the shoes on display. The cases were specially made for the Lloyd-Rose Shoe Store, according to Mr. Rose's own ideas. The advantage of course is that instead of concentrating a larger display in one large fixture, smaller displays of shoes are shown at several points, where customers cannot fail to see them, no matter in what part of the store they may be.

The windows, as will be noted in the illustration, are of a generous size, and each shoe is given sufficient space in the trimming to make it stand out by itself and avoid clashing with its neighbor. The floor of the windows is in hardwood and a light-finish background is used, so as to procure high visibility. A few particularly handsome walnut display stands are employed, and tabourettes in an old-gold finish. Baskets of artificial flowers are used to good effect, but not too profusely. High-power nitrogen lamps and X-ray reflectors furnish ideal lighting, which attracts immediate attention to the goods in the window.

Many local shoemen have visited the Lloyd-Rose store and have expressed their admiration of its attractive and unusual arrangement. Customers, too, have commented upon it in numerous instances and seem to be agreed that "this is just the sort of a shoe store Parkdale needed."

"A Grand Old School"

"It was under Mr. Harry Gibbins direction in the old Gough Bros. Store in Toronto that I got my first experience in the shoe game," Mr. Rose explained. "Ever since Mr. Gibbins took me under his wing, he and I have been close friends, and I have always felt that I owe whatever selling and executive ability I may have to the good drilling I got from him in my apprentice years, and, indirectly, to Mr. R. P. and Mr. A. J. Gough. That was a grand old school and has turned out some very successful men, who are located in different parts of the country, some in business for themselves and others holding very responsible positions. An example of the firm's successful business methods is apparent in the splendid retail fur emporium they are to-day operating on Yonge St., Toronto,—one of the largest on the continent."

The Lloyd-Rose Store has that "Walk-right-in-and-take-a-seat" atmosphere that wins the friendly feeling of customers.

Review of Spring and Summer Styles and Forecast of Fall Trend

Special Contribution to "Footwear" by a Recognized Authority on U.S. Shoe Styles

Sport shoes in oxfords and wide-buckle one-straps, for the "flapper," and one-strap or sandal designs for the "young matron" class, represent the features of the present situation—Development of regulation barefoot sandal for women's wear will be one of the surprises of the summer season—White will be better than ever—Fall will find younger set wearing rugged types in boarded and grain leathers, oxfords and semi-sport straps, with wool hose—Black or subdued colors, plainer styles, straps and sandal effects in the majority, for more conservative group.

Men's fall styles show: Heavier shoes, a majority of oxfords, Blucher patterns, heavy boarded or grain leathers, perforations, fancy stitchings, fancy eyelets, fancy tips, a lot of new lasts.

By HOLLIS B. SCATES
Manager, Emerson Shoe Co., Rockland, Mass.

Women's shoes from a style standpoint held the centre of the stage for many seasons in the States, but for the past six months, men's shoes have given the women's a hard run from a strictly style point of view. This has stimulated sales in men's footwear to a marked degree.

In our larger cities sport shoes for women caught on heavily, beginning in February. The first sport shoe to come out was the smoked horse shoe with tan calf saddle or apron, plain toe, rubber or leather sole, low flat heels of 6/8, 7/8 and 8/8 height, medium wide toe. These are still going strong, but it is evident that there has been a surplus on this one style produced, and it will be followed this spring and summer by sport types that will include the following:

Beige color elk oxford with tan saddle and shield tip, or with tony red trimmings.

Grey elk oxford with patent or gun metal saddle and tip, or with plain toe.

Grey nubuck oxford with patent or gun metal trimmings.

White nubuck, or pearl elk trimmed with black grey kid or tan.

All tan.

All White—these of course would be the popular shoe in June, July and August.

Wide One Strap with Buckle will Stay

So much for the oxfords. But an equally popular shoe in the sport type, and the one that will have the best sustained sale throughout the season in welted shoes will be the wide one-strap pump. This shoe has a 7/8 wide strap, one-inch slide brass or nickle buckle that has no prong. It will be perforated on the top of quarter, strap and vamp and will carry the shield or half wing tip. These shoes are shown in patent, gun, white, grey nubuck, tan in various leathers, and in combinations such as white shoes with grey tip, strap and backstay, grey patent, fawn color nubuck with tan, white and black, and other combinations. This type of shoe is made on a medium wide toe sport last, heel 7/8 to 11/8, or even 12/8, though the lower the heel the better the last right now.

Apart from the above, which are the most prominent "flapper" styles for the yong woman of sixteen to twenty-five years, the sale is largely on oxfords, tan leading in the semi-sporty types, with the Blucher showing great strength. These tans range on the red shades in dark tans, but "medium" in the real tan color best describes the lightest shade that is selling. Really light tans are not good and show no signs of being so. Black kid is stronger with the more conservative trade than for some time, in circular oxfords.

Thre is another element in the style situation to be considered. As outlined above, the flapper has had developed a particular type of shoe for herself. No one can imagine the young matron or the middle-aged woman wearing sportshoes. Therefore, we must emphasize again that the sport shoe has developed a clientele all its own,—the flapper element has taken it up with a whoop,— but there is still the other class who want, and will buy, style shoes, but who just couldn't get away with the sport oxford.

The Requirements of the "Young Matron" Class

This class is buying one-straps more than any other style, and patent has a long lead. There are both button and buckle patterns, the buttons leading in satins and in some styles of patents where the straps are 5/8 wide, but on strap shoes made with a 7/8 or 1-inch wide strap, large buckles are seen as often as buttons. Of course in this style class we are now describing , turn shoes predominate.

The real shoe of the season in the higher grades for season sale is the sandal type. No one pattern can be described as typical because there are a thousand and one, so to speak. There are one- straps with cut-outs on the sides, two or three slashes running from the quarter into the straps. These may have the French tab up the front. The best leather is patent, followed by combinations of patent with a dash of gray or white inlay in the cut-outs. Satins, too are good in black, and quite a few are shown in all grey.

White Will Take the Field

It is now fairly settled that with the first of June,

white will have the field and be better than ever, in turn straps and welt oxfords. But the real surprise of the season will come in the strong development of the regulation child's and misses' barefoot sandal for women's wear. It is certain that the younger set are going to wear these sandals following the sport oxford craze—a regular sandal with two straps and buckles, very low flat heels, medium wide toe, cut out crescents in the vamp, and tab up the front. These will be sold in patent, white and tan in the order named .

Summary for the Present and Near Future

Sport shoes in oxfords and wide buckle one-straps, in fancy leathers and combinations, all tan, two color tan, beige, smoke, grey elk, grey nubuck, with saddle straps and plain toes or fancy tips, such as shield, half wing, etc. These in medium wide toes with low heels, from 6/8 to 10/8 in height.

One-strap designs or sandal types with tab up front, cut-outs on sides, cross straps, button and buckle, medium toes, rather shorter lasts, vamp 3 to 3¼ inches, heels moderate, 10/8 to 12/8, and a few near full Louis heels. Patent leads, then combinations, gun metal, satins in black, and a few in grey.

For Fall—What?

The heavy wool stocking only had its beginning last year, and next fall the hosiery for street wear will be largely wool, but of a lighter and snug fitting type, fancy in design. This vogue will call for its special type of shoe, of a more rugged type than formerly. The new sample lines show in general the universal use of boarded tan leathers and grain leathers, such as lotus calf and Norwegian grain. These are made up in oxfords, freely perforated, or else stitched in three or four rows of colored stitching, or harness stitched with one or two rows each side. Bright red stitching is seen most, then orange, or in modest styles one sees light tan stitching on dark leathers and dark tan stitching on light tans. Then there are combinations of black and orange, red and orange, green and red, or all green in three or four rows.

Blucher Oxford will be Good

The blucher oxford will be sold as a change from the circular pattern, the stag or straight line on vamp being featured heavily, with the round ear type a close second. These will be made in a rich brown and cherry red boarded leather, and in Norwegian in a brown tan and also red brown. Soles will run heavier, about 10-iron. Extension soles will be seen from 1/8 to 3/16 wide on outside ball. Sole stitching is heavier. Tips are fancy shield, half wing, or other fancy types.

Heavy, sturdy, one-strap welt sole pumps will be shown with wide straps and buckle, fancy tips, plenty of perforation, or fancy stitchings.

Both the above types will be made on low heel, sporty last—oxford vamps, 3½ to 3-5/8 inches long, pump vamps, 3 to 3¼ inches; heels 7/8 to 10/8 high. All the above applies to medium grades of footwear. There will be some black shoes made in this class, of Norwegian grain, box calf and gun metal. Then the usual assortment of staples in black and brown kid, gun metal calf, patent leather, heels averaging 12/8 high, mostly in circular oxfords.

Variations of Sandal Design will Continue

The dressy type will continue to wear straps in a variation of the sandal design, in patent and other fancy leathers. For the young set it will be mostly tan leathers; for the best dressed and more conservative type black leathers will lead. In the higher grades there will be an attempt to put boots back in the running, but it can hardly be hoped that the effort will succeed.

In short, the young flapper is in a class by herself and the other feminine element will not wear her type because, first of all, they cannot, and, secondly, they wish to avoid the commonness of the flapper styles As the foundation of the requirements for the younger set, it will be well to lay in the low flat heels. The higher grade stylists are now also working on lasts that carry 12/8 to 15/8 heels of Spanish or cuban shape. Thus aside from the staples of the masses and the middle-aged group, we shall see a continuation of the present marked division in the character of footwear in the so-called smart set class.

Division in Demands of the "Smart Set"

Tht younger crowd will wear: Tan. Low heels, 6/8 to 10/8. Sporty types, oxfords, semi-sport straps. Distinctive, doggy, decorated styles. Perforations, fancy stitchings.

The well-dressed matrons' group of the better class will wear: black, or subdued colors, or black with a touch of color. Moderate dressy heels, 12/8 to 15/8 in height. Plainer types as to decoration, gaining distinction in the pattern itself rather than through superfluous ornament. Lasts shorter, vamps shorter. More straps and sandal effects than oxfords.

Lastly, there has been developed a fine business by a few concerns on so-called corrective types of shoes. As all successes are imitated quickly in a business where about all a patent is good for is an invitation to defend it at great legal expense, there is a flood of imitation corrective shoes now being offered in the market, and the saturation point will be reached this coming fall. Retail merchants should exercise caution and not tie up too much stock in shoes that may prove to move more slowly than anticipated. At least, history shows we most often

A new "Classic" model in all combinations

overdo things in the shoe trade, and merchants should make sure of the possible market for strictly orthopaedic shoes before they dip too deeply.

About the middle of the fall selling season there will be a sharp lessening in the demand for extreme low heel types of footwear, and an increased demand for more feminine and dainty footwear, carrying distinctly higher heels, of 12/8, 14/8 to even 2 inches high.

Men's Footwear Styles

It is easier to make a smart looking oxford when it comes to upper decoration than it is a boot, hence men's oxfords are selling stronger than boots, and it will be a big season for them. The best authorities beleive that oxfords will have a still larger sale next fall than last, and stocks are being planned on this basis.

Tan leathers still sell in a ratio of 4 to 1 against black. There is a distinct getting away from dark cocoa colors; and rich medium shades, best described as dark tans, together with the red shades, hold the field in the popular grades. The higher the grade shoe, the lighter the tan they dare to offer, in the belief that the man who pays most is discriminating and wants to be a bit different.

Boarded leathers are popular for the spring season though smooth tans predominate. Boarded reds and browns are offered as the newest leathers.

An Era of Fancy Shoes for Men

It is an era of fancy shoes for men. Not only the brogue pattern with perforations everywhere they can be crowded in, but fancy patterns with square throats and wing throats, whole quarter bals, and oxfords with a variety of curves on the vamp are shown freely. Many of these designs carry a fancy tip that matches the curve of the vamp and otherwise harmonizes with the general scheme of the pattern.

Blucher Oxford the Big Thing for Young Men

But the big thing of the present and coming season is the blucher oxford for the young man, the college man and the others of the class that is always ready to take up something new. Blucher oxfords are distinctly the young man's shoe for some time to come. These are in straight line stag vamp patterns, the Raglan or sloping eared design, or the blunt round nose pattern always used by the custom man in the best custom designs. The best dressers are buying these blucher oxfords in plain toe styles, similar to the officer's boot of war times.

Men's shoes are coming with much wider extensions on soles. The old Baltimore edge 3/16 to ¼ inch on outside, with square outside shanks and extensions carried well back to heel, is the vogue on suitable shoes to carry the edge.

Tips are straight, shield, and half wing, while a few whole wings are seen, but not as much as formerly. Uppers are perforated or fancy stiched in popular grades, while in the higher priced lines the shoes are plainer as to upper fitting, and have richness all their own by this contrast. There is some evidence that many high grade dealers and makers are contemplating developing a line of light weight, trim-looking footwear, very light in upper and sole, very close edge soles, light low heels, plain uppers, to appeal to the class who want to get away from the heavy doggy types affected by the younger element.

Boarded and Grain Leathers for Fall

For fall, boarded and grain leathers are featured heavily. Colors are deep tans, light browns and medium reds with plenty of life in the color, the boarded leathers having a glazed or polished effect, and the grain being of a neutral or dull finish. There are plenty of blacks shown in heavy grains. Scotch grains are sampled much more lightly than last fall, the reason being given that there were so many poor imitations put out that the trade soured on them. In some spots it is felt that wine or brown cordovan, and also black, may sell well again. The new pattern effects look especially well in cordovan.

Blucher oxfords and bals are shown in nearly 50 per cent. of the samples. They range from custom effects to shoes that carry all the "dog" a shoe can carry in the way or perforations and harness or heavy stitching. Heavy single and many double sole shoes are shown. Edges are wider, shanks broad, sole stitching heavy white, almost rope in size, or fudged and wheeled with a heavy wheel on brown stained welts, or black welts on black shoes. Fine wheeled edges have disappeared, as have also close-edge shoes.

Heels are low and broad, or slightly flanged. In popular grades the rubber heel is now 80 per cent. to 90 per cent. of sales, while in higher grades, leather heels are still in the majority, but making more rubber heeled shoes than a year ago.

Two-strap model shown by Lady Belle Shoe Co.

Very Many New Men's Lasts

The main interest in men's shoes centres in lasts. Never have the sample lines shown as many new lasts as for the coming season. This is a result of keen competition both in the last and shoe factories. Most of the new lasts have been made to carry heels 7/8 high, broad and long, wide shanks. As to toes, the wide so-called brogue is still in high favor, now developed with quite an outside swing. There is a marked tendency to get away from long foreparts and the narrower toes. There are three distinct types of lasts offered, aside from the old staples in the wider shapes. First, there is the brogue type, wider than formerly as to toe, broad shank, with a slight, but nevertheless pronounced, swing effect. This type is given over almost exclusively to oxfords as it does not lend itself to being made into a boot that would be acceptable. The second class is a group of custom looking English lasts, roomy and comfortable, wider as to toe than the old English last that has been so staple for many years, and modified from the wide brogue toe but embodying the other brogue features,

such as wide shank and heel seat. This type looks as well on boot models as on oxfords. The third group we can call the free for all class. It embodies everything that anyone has been able to think of. This class is medium in toe width. Shorter foreparts rule. But the toes have recedes, some short, others long and tapering, and the main features are walled sides and front under toe caps.

Summarizing Men's Shoe Style Situation

A summary of fall styles in men's shoes shown:

A lot of oxfords.

A lot of blucher patterns.

Heavy boarded and grain leathers predominate.

Heavier shoes, upper soles and bottom work, wider edges, larger heels, but lower, heavy stitching and pricking or wheeling.

Plenty of perforations and stitching on uppers in popular grades, plainer uppers in higher grades.

Fancy colored stitching to contrast with uppers.

Square, oblong and other fancy eyelets in brass, nickel and self color.

Some soft toes, but not as many as formerly.

More hooks on boots.

Fancy tips.

Centre tip perforations on fancy shoes, but not as many as formerly. Now shown on shoes on which they are appropriate.

Interest in Patent leather

A very active interest in patent leather is shown, with a good reason back of it. Street wear shoes are so heavy in general design that they are unsuited for semi-dress wear. It is felt that men who wear this type for business will jump to a patent shoe for semi-dress. Because tan is so universally the "mob" shoe, high grade dealers expect the men who buy better grades to use black calf shoes more generally next fall. A proper nursing of this theory will certainly result in more pairs being made and sold.

A. H. M. Reorganization

Ames-Holden-McCready, Ltd., announce that during the readjustment in connection with the company's affairs, there will be no interruption of the business in any way and production and sales will go on as usual. It is planned to amalgamate the Ames Holden Tire Co., Limited, and the Ames Holden Felt Co., Limited, with the parent company in one new organization. The firm state that from a sales standpoint the month of March was the best they have had in over two years.

Two pleasing interpretations of the Mode. The shoes shown in the illustra tion on the right are by La Parisienne Shoe Co. Those on the left are by Smardon Shoe Co. "Footwear in Canada" photo.

The Credit Problem in the Shoe Industry

Weaknesses in Credit Practices in the Past Have Hurt Manufacturing and Retail Trade—Lax Policy Penalizes Honest and Efficient Merchant—Readiness on Part of Dealers to Supply Information will Help Situation

By S. ROY WEAVER
Manager, Shoe Manufacturers' Assn. of Canada
Manager, Wholesale Shoe Assn. of Canada

There is an old proverb to the effect that "Adversity is the parent of virtue". Still another sets out that "what appear to be calamities are often the sources of fortune". This "philosophy of the ancients" affords ground for hope that, from the difficulties of the present abnormal period in business affairs, there may spring certain saner, more economical, and more profitable methods of conducting business. Competition does not always mean the utmost in efficiency In all branches of commerce in which intense competition prevails, the tendency has been to introduce and, after they are introduced, to perpetuate undesirable conditions which are of no real benefit to any one, but often thoroughly unsound and, in many cases, exceedingly costly. It has been so in the shoe trade.

Inadequate Precautions in Extension of Credit

In the stress of competition to secure orders, manufacturers and wholesalers have not always exercised as much caution as proper protection of their own interests required in investigating the financial condition of customers or in limiting credit to an amount which at the same time would be fair to the customer's business and for the seller. In other words, not a few shoe manufacturers and wholesalers have made a proper safeguarding of credit a consideration secondary to the piling up of sales. This is not true of all, but it is of many, and recent difficulties have demonstrated the danger of such policy. The manufacturers, through The Shoe Manufacturers' Association of Canada and individually, have been considering the credit problem and now recoginze it as perhaps the mose important problem confronting the industry at the present time. The subject was discussed at the last Annual Meeting of The Shoe Manufacturers' Association of Canada and it provides a never failing topic of conversation wherever two or more manufacturers are gathered together. The credit departments of the shoe trade now are receiving more of the attention which they deserve. As a result, the principle concern of shoe manufacturers and wholesalers is not so much how to get orders, but how to get safe business, or "whom to sell to". Many plants which are now only moderately busy could be working overtime, if they were not exercising a much more thorough scrutiny of orders than was their custom a few years ago. "Safety First" has become the slogan, and the manufacturer or wholesaler is not willing to "take a chance" on doubtful accounts.

Easy credit in reality was a premium on inefficiency and even on dishonesty. There are special circumstances, of course, under which a merchant, even though efficient and honest, may not be able to meet his payments. But it cannot be denied that losses from bad debts, resulting in part from laxity in granting credit, have imposed a heavy and unfair burden on those merchants who always have been prompt in meeting their obligations.

Too Easy Credit Policy Hurts Honest and Efficient Merchant

There are two principal ways in which the honest and efficient merchant suffers from a too easy credit policy on the part of manufacturers or wholesalers. He operates under certain expenses—such as paying for proper insurance—which are avoided in whole or part by a less careful merchant. It is claimed by the retailers that the recent advance of 20 per cent. in insurance rates on retail shoe stocks is due indirectly and in part to lack of adequate discrimination by the manufacturers or wholesalers in allowing credit—that the honest retailer is penalized because dishonest and careless merchants have been financed by some manufacturers and wholesalers. Then, too, the legitimate trade is confronted with unfair and disheartening competition from sales of bankrupt stock, in every recurrent period of depression which results in heavy business casualties principally, although not exclusively, amongst feebly financed, or irresponsible or inefficient merchants. Weaknesses in credit practices which have been developed over a long period of years are not likely to be adandoned over-night, but losses from bad debts during the last couple of years have been sufficiently heavy to convince the trade that a more careful credit policy is imperative, that it is better policy sometimes for a manufacturer or wholesaler to lose an order than to fill an order and then be unable to get payment for it. The careful, honest merchant, who is adequately financed and pays his bills promptly and deals fairly and frankly with his supply houses may expect an increasing measure of protection against competition from less responsible and less scrupulous dealers.

As our present system of financing industry and commerce has developed, the manufacturers and wholesalers look to the banks for assistance in financing current production. Retail merchants also borrow directly from the banks, but to a very large extent they are financed by their supply houses which allow them two months or longer to pay for goods and sometimes give an advance dating on invoices. In some cases, terms of three to six months have been given. As a general rule the banks are exceedingly careful in extending credit and to an increasing extent the shoe manufacturers and wholesalers are coming to realize that they must exercise similar caution and discrimination in helping to finance the retail trade. It is hoped and believed that the great majority of shoe retailers will appreciate that such a policy, instead of involving hardship, will be a decided protection to them and that they will co-operate with the manufacturers and wholesalers to the fullest possible extent.

How The Retailer Can Co-operate

Such co-operation will involve the furnishing of information willingly upon request. Manufacturers and wholesalers, when borrowing from the banks, are required to give all essential details of their business, and retailers should not object to supplying such information as may be required to enable their supply houses to judge intelligently as to whether credit may properly be given and the amount. Besides the usual statements of assets and liabilities, the manufacturer or wholesaler has a right to know the amount and character of the insurance carried and to require that new stock be protected adequately by insurance. In this connection it should be recalled that The Shoe Manufacturers' Association of Canada already has pointed out the dangers of insurance contracts containing the co-operation clause, unless the insurance be adjusted at regular and frequent periods, on the basis of the replacement value of the stock on hand. A number of leading loan companies will not accept a loan on any building with the fire insurance policy in which the co-insurance clause appears and why should a trade creditor be asked to accept inferior security? In the absence of a perpetual inventory or similar system of adjustment of the amount of the insurance to the value of the risk, the merchant may find that his insurance is only partial, since the co-insurance clause reduces the actual protection when the insurance is less than 80 per cent. of the value of the property, in all cases of partial loss by fire. In case of a business carried on by an individual or partnership, with unlimited liability, the seller has a right to know whether there are other assets than those of the business itself and also whether the purchaser or purchasers have other liabilities which may become a charge on the stock and fixtures.

Manufacturers or Wholesalers May be Able to Offer Sound Advice

No one disputes that the retailer ought to be the party best qualified to judge as to the requirements of his business, but when buying goods other than for cash on delivery, he should expect to satisfy the manufacturer or wholesaler that his stock is not excessive and that the goods ordered really are needed. In the main, shoe stocks are abnormally low at the present time, but occasionally one finds a retailer with stock in excess of the actual requirements of his business. In not a few cases, manufacturers and wholesalers have questioned the judgment of retailers in placing orders, either in respect of the lines ordered or the quantity and have suggested certain changes in the orders. There has been no thought of arbitrary action in these cases and the retailers have appreciated the spirit in which the matter has been taken up with them. Manufacturers and wholesalers do not wish to dictate to the retail trade and the latter must continue to assume at least the initial responsibility for purchases, but closer co-operation and exchange of views between manufacturer, wholesaler and retailer will be to the advantage of all concerned.

As a general rule, it is good policy to distribute buying over a number of manufacturers or wholesalers, rather than to confine purchases entirely or principally to one or two supply houses. A manufacturer or wholesaler would prefer not to have too large a proportion of his eggs in one basket, and, other things being equal, regards say ten accounts each for $500. as much safer and more desirable than a credit of $5,000.00 to a single retailer.

Personality and Business Record Carry Weight

It is not practicable to set out rules to govern the extension of credit or even to attempt to do so. The personality, ability and business record of the buyer properly will continue to influence the seller in many cases more than statements of assets or liabilities, although the latter usually reflect the human element and the personal ability or inefficiency of the purchaser. Nor is it practicable to prescribe rules for the efficient financing of wholesale or retail shoe accounts. But there are certain principles which govern generally. Merchants who observe those principles, who are financed adequately and conduct their financial affairs cautiously and wisely, who recognize and respect the rights of creditors and deal fairly in all circumstances with their supply houses will find that such policy will pay to an even greater extent than in the past. Their fair-dealing will be appreciated and reciprocated. Moreover they may expect, and they have a right to insist on receiving, protection against fly-by-night, irresponsible competitors, or those of easy morals, and even against honest, well-meaning, but inefficient merchants, who in too many cases in the past have attempted to do business without any considerable amount of working capital other than that furnished by manufacturers and wholesalers in the form of credit for purchases.

Retailing in the Quebec Lumber Districts

There are some interesting phases of distributing methods in the Province which are worth mentioning. In the lumbering districts, for instance, retailing as it is done in the Cities is not known. The general store-keeper has to do his business almost entirely on a credit basis. The big lumber companies in some instances establish their own stores and supply the needs of their employees while they are in the bush preparing for the lumber drive. In other instances jobbers are employed who hire and board the labor themselves, buying all their supplies from the general store-keeper for the period during which the men will be in the woods. Some employees are not paid regularly. They are fed and housed and at Christmas time they receive a portion of the wages they have earned but not the entire sum as the employer wishes to ensure their return to work in the woods after the holiday. Their families of course have to be fed and clothed in the meantime and this has to be done on credit. The store-keeper simply has to supply the goods and wait for his money until after the logging season is over and the men have returned from the bush with their earnings. He then receives the payment in full for the whole season's supplies of food, clothing and footwear. In good seasons the business is profitable enough but when as during the present year, the lumber industry is almost at a standstill and wages very low, the store-keepers in these districts are, or course, in an unenviable position. It may be pointed out that in recent years a considerable portion of the business has come into the hands of Assyrians who, as might be expected, are not as modern in their ideas of operating business as the native born store-keeper and there has been a tendency to cut prices to a point where competition is in some cases almost impossible.

A Challenge!

"Footwear" asks for a Show-down

To the right is a reproduction of a statement which has been published in the "Shoe and Leather Journal," of Toronto, and which the publishers of "Footwear in Canada" believe to be misleading and untrue. Under date of March 10th, the publishers of "Footwear in Canada" sent the following letter to the Acton Publishing Company:

Toronto, March 10th, 1922.

Messrs. Acton Publishing Company, Limited,
Publishers of "Shoe and Leather Journal,"
549 King Street West, Toronto.

Gentlemen:

A statement is appearing in the "Shoe and Leather Journal" that the paid circulation of that publication is more than double that of any other shoe publication in Canada and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

Although believing the statement to be untrue, we have not heretofore challenged it, hoping that the standards of practice recognized by publishers generally would lead you to withdraw it.

It is almost inconceivable that you would wilfully misrepresent the facts. You know the circulation of the "Shoe and Leather Journal." We know the circulation of "Footwear in Canada." Therefore, will you kindly advise us if you are prepared to prove your statement?

An early reply will oblige.

Yours very truly,

Hugh C. MacLean Publications Limited
T. S. Young
General Manager.

The above letter brought no response

Advertisers in "Footwear in Canada" and the "Shoe and Leather Journal" are entitled to know the actual facts. The publishers of "Footwear in Canada" are willing that they should know the facts. We contend that the statement of the "Shoe and Leather Journal," i.e., that its circulation is more than double that of any other shoe journal, is untrue, and we challenge the Acton Publishing Company, publishers of the "Shoe and Leather Journal," to submit to an independent audit of circulation on the following terms:

(1) The audit of the two publications shall be made by a committee of three persons, one to be appointed by the "Shoe and Leather Journal," one by "Footwear in Canada," and these two nominees to choose a third.

TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

(2) All necessary vouchers, cash book entries, etc., shall be placed at the disposal of the Committee for proper verification of orders and payments.

(3) The procedure of the Audit Bureau of Circulations in crediting paid subscriptions shall be followed, namely, subscriptions not over six months in arrears shall be considered as paid subscriptions.

(4) The paid circulation figures of both publications, together with the average total press run per issue for the past six months, shall be made public.

(5) The audits shall be made between Monday, May 8th, and Saturday, May 20th, 1922, and all subscriptions shall be counted up to April 24th, 1922.

(6) The Acton Publishing Company, Limited, and Hugh C. MacLean Publications, Limited, shall each deposit a marked cheque for FIVE THOUSAND DOLLARS ($5,000.00.) If the statement of the Acton Publishing Company should be found by the Committee to be untrue, their cheque shall, on instructions from the Committee, be donated to the Navy League of Canada (Boys' Naval Brigade Fund.) On the other hand, if their statement is found correct by the Committee, the cheque of Hugh C. MacLean Publications shall be donated in similar manner to the Navy League.

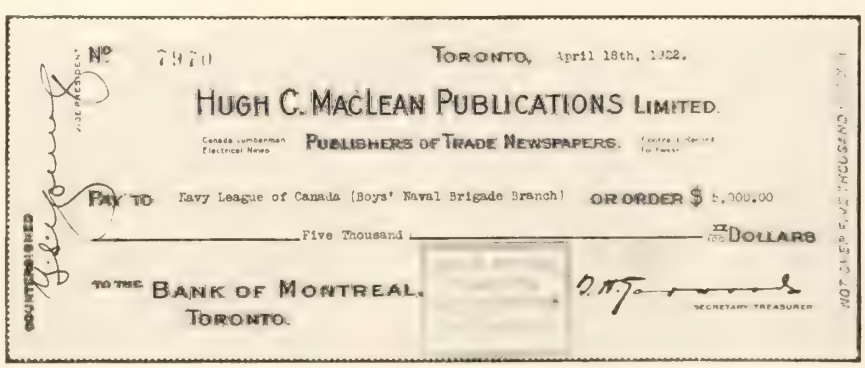
We name Mr. Bryan Pontifex, Chartered Accountant, as the nominee of "Footwear in Canada," and we have deposited our marked cheque as herewith reproduced with Mr. W. A. Lydiatt, Publisher of "Marketing," Toronto, who will hand it, on the appointment of the Committee, to the independent member thereof, i.e., the third nominee.

The Acton Publishing Company are requested to notify Mr. Byran Pontifex of their acceptance of this challenge by Monday, May 1st. Failure to do so and to deposit the required marked cheque with a responsible person by that date will be regarded by us as prima facie evidence that the statement of the "Shoe and Leather Journal" as published is false and cannot be substantiated.

The above conditions are suggested as a basis for arriving at a comparison of the circulation of the two publications and are believed to be fair to both parties. We are willing, however, that modifications or changes shall be made if agreed to by the Committee and that neither technicalities nor minor details shall stand in the way of bringing out the truth.

Hugh C. MacLean Publications
Limited
Publishers "Footwear in Canada"

Toronto, April 24th, 1922.



A copy of this challenge was forwarded by registered mail to the Acton Publishing Company on April 24th, 1922.

Charming styles are much in evidence for the coming Spring and Summer simplicity and grace in happy combination

Shoes by Getty & Scott
Hosiery, Perrin-Kayser

The shoe shown in the illustration on the left is a typical English sport shoe, heavy-soled with rubber tabs. The other two are presentations of one of the most popular models of the season, the wide-buckle, flat-heel one-strap. The pair shown in the upper illustration is by La Duchesse Shoe Co., and that below, by Getty & Scott. Hosiery by Perrin-Kayser. "Footwear in Canada" photos.

The trend toward low-heel sport shoes and sandal types is illustrated by these three bench-made turn models. These shoes are quite light in weight, while at the same time preserving the "sporty" appearance that has caught the popular fancy. Shoes by Owens-Elmes Mfg. Co. Hosiery by Perrin-Kayser. "Footwear in Canada" photos.

Each will have its call, the dressy sandal design—shown above in white kid with Louis heel—and the genuine sports' type as seen in the lower illustration. Note the specially-adapted sole, of rubber or composition. Shoes by Geo. A. Slater, Ltd. Hosiery by Perrin-Kayser. "Footwear in Canada" photos.

Plan Your Summer Selling Ahead

Pep, Originality and Foresight in a Carefully Prepared Advertising Campaign Will Boost Turnover this Coming Season—Opportunities can be Made for Selling More Sports, Athletic and Outing Footwear—Don't Forget the Bride—Why not a "White Shoe Week?"

Have you thought out a programme for your summer sales efforts? Preparedness is as essential to success in commercial campaigning as in military campaigning or in agriculture. Think ahead, work ahead, and you'll get ahead. You can't expect to sow to-day and reap to-morrow. Plans must have time to mature, the ground must be carefully worked and cultivated, before any sure harvest of profits can be brought forth. Therefore, now is the time to think out your plans for summer business, if you have not already done so.

Plan Something Different

There is a very wide variety of opinion as to the most effective methods of attracting and confirming customers, varying with the personality of the merchant and the class of trade catered to. The suggestions that may appeal to one and stimulate his business, may seem quite ineffective and wasteful to another. But the main essential under the present rather trying conditions is to get up and get out of the rut, undertake some prearranged scheme and do something that has not been done for the last ten or twenty years by yourself and your competitors.

However you go about it, you must advertise. Of course, if you are the only shoe merchant in your community, and all the residents, and every newcomer, must perforce make their purchases from you, you may think you don't need to advertise. Well, not if you're doing all the business you can handle and making all the money you can use. But there's as much extra business to be had, in many instances, in selling better shoes and more kinds of shoes to present customers as there is to be had in securing the trade of new customers. You're up against the problem of educating the public in your community to a proper conception of their footwear requirements.

Having reached a conclusion as to the possibilities and advantages of advertising, there are several important questions to consider. First, what goods can be pushed to advantage during the season under consideration? (Don't overlook any). Second, whom do you want to reach?—whom can you reach that you have missed before? Third, what mediums can you use most effectively? Fourth, what special occasions offer opportunity for special sales' events?

Two Functions of Advertising

Advertising may be considered under two classifications. First, there is the regular advertising that is concerned with the steady building up of the firm's business from year to year, that is planned ahead as part of a definite sales' policy and is thoroughly co-ordinated with the merchandising methods of the firm. This advertising should all hang together, so to speak, presenting sales arguments that follow each other logically and all combine to put across some one big idea in the public mind. There is far too little of this type of publicity undertaken by retailers. The average merchant is quite haphazard in his methods. If he happens to be in an optimistic mood at the moment, and business seems to be improving, the newspaper canvasser can sell him space. But if, on the other hand, he's a bit out of sorts when the advertising man calls,—well, he won't do anything just now. It's absolutely the wrong idea, and cannot secure the best results. A store without a definite advertising policy is like a ship without a compass.

The second classification covers what may be called "special event" or seasonal advertising. By this is meant advertising that takes advantage of special opportunities or meets unexpected exigencies. It is the lever that the merchant uses to pry loose the stickers and his weapon when he goes gunning after the extra business that the weather, or the market, or the social or other activities in his community offers.

Strategy and Tactics in Merchandising

Reverting to military parlance, advertising, and merchandising generally, involves strategy and tactics. The strategy refers to the plan of campaign worked out before a blow is struck, and directed from general headquarters; tactics refer to the manipulation of the forces in the field to meet the innumerable and unforeseen exigencies of battle. There are two ideas—the general programme, all mapped out beforehand, and running to a prearranged schedule, and the special splurges, if we may call them such, taking advantage of the opportunity of the moment.

The strategy and tactics of merchandising of course tie in very close together. The retailer can foresee, and provide for, many of the special events which the season will offer, but on the other hand, he must be ever on the lookout for the opportunities which may suddenly present themselves and which cannot be anticipated before they arise.

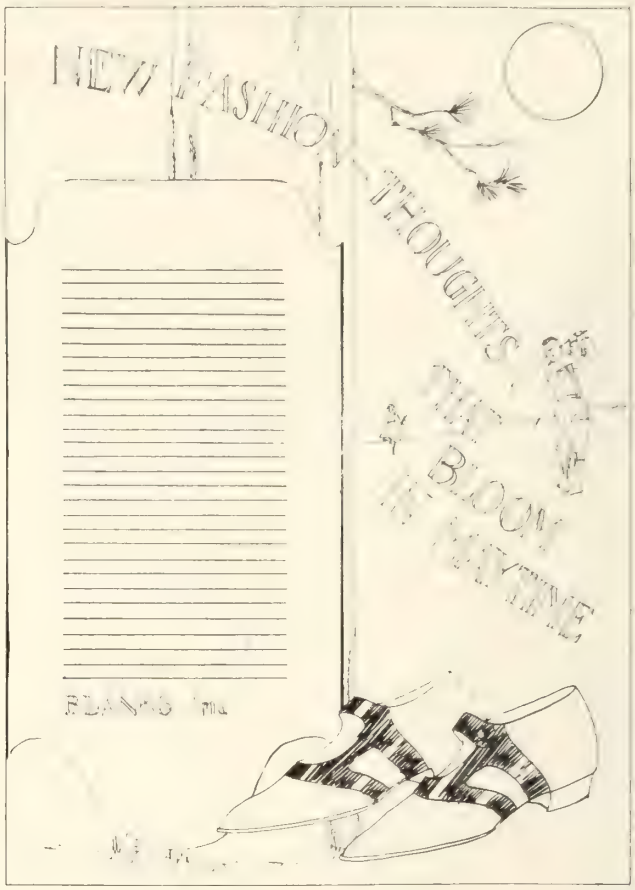
White Goods and Sport Shoes Offer Big Possibilities

What the retailer must get down to work on now is the general plan of campaign for his summer's business. Consider, therefore, in the first place, what goods can be pushed to the best advantage during the summer season. White shoes and sports goods of various kinds will of course head the list, and they make a very wide appeal, covering almost every class of trade. There are shoes for the tennis player, the baseball player, the golfer, the motorist, the cricketer, the soccer player, the lacrosse player, the fisherman, bathing shoes, children's running shoes and sandals, and the general class of outing shoes. And don't forget foot comfort appliances for hot and aching feet. Here's business, lot's of it. Some of it, the usual quota, will come of its own accord, but if you're really after bigger sales and bigger profits, if you want a tonic that will thoroughly recuperate business, you've got to get after this class of trade vigorously and by special means.

A Store Bulletin During Summer Months

This brings us to the question of what mediums can be used. There are the newspapers, street car cards and outdoor displays, posters, etc., circular

Direct-by-Mail advertising may be very effective when it is well done and timely. Here is rough suggestion for the cover of a folder, which should help to pull business in May. The copy below is in accord with the spirit of the season.



New Fashion-Thoughts that Bloom in Maytime

May sunshine is mercilessly candid. Like an irrepressible jester, it seems to take delight in revealing much that one would wish to conceal and that in the less brilliant and balmy days of early spring remained unnoticed. Upon shabbiness, it turns its unescapable shaft of mockery and disparagement—but in beauty it revels. Old Mother Earth herself, ashamed of the outworn garments of winter, hastens to reclothe herself in all the glory of her spring attire. Field and hedgerow, garden and orchard, bird, beast and insect, joyfully prepare themselves for the coming of summer.

And can mere mortals remain unmoved in the presence of so great a transformation? No! They too must seek new finery, cull fresh blooms from the garden of fashion, and vie with Nature in responding to the Sun's insistent demand for freshness and beauty.

And since May is the month which, above all others, calls one out-doors to enjoy the healthful pleasure of walking—over the links and through the city parks or the awakening country side—footwear is the all-important item of wearing apparel. To be well-shod is the first essential.

It is with pleasure therefore that we can present to our customers many delightful new footwear models—trim but sturdy sport oxfords, featuring the flat heel and apron, which have achieved such sudden popularity, new wide-buckle one-straps, chic sandal patterns. But you will prefer to see for yourself. The accompanying illustrations will interest you, we know, and we invite you to visit our store at any time, when we shall take pleasure in showing you the latest and choicest shoe arrivals in the city.

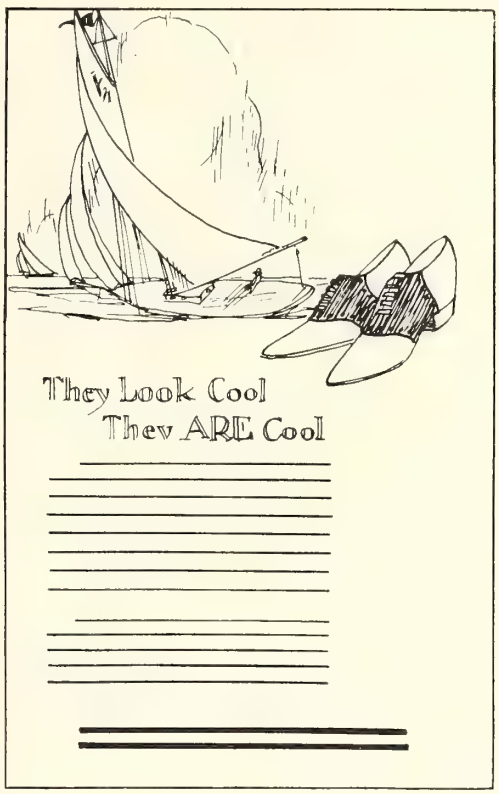
Footwear Ad. Suggestions for the Summer Season

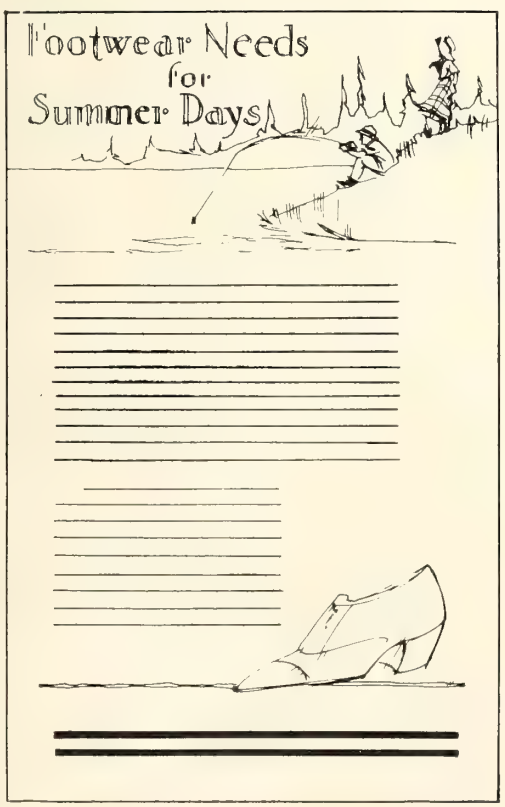
They Look Cool
They ARE Cool

These "Sportsgirl" oxfords. And they have the snap and finish that appeals to the modern young woman.

Nothing quite so appropriate for wear with your knit goods and sports' skirts.

Blank's, Limited





Footwear Needs
for
Summer Days

Whether you intend summering at the coast or on the lakes or in the mountains, or roughing it in the northland, your footwear needs can be filled by us to your utmost satisfaction.

Here is one choice from a wide range of vacation footwear that will please you as well by its appearance as by the service and comfort it gives.

Blank's, Inc.

Stanton

Ellen

Sentry

Three smart selections from the Dominion Rubber System Line

material, and the store bulletin or newspaper. Accompanying this article are a number of typical copy suggestions with rough lay-outs for newspaper ads., and one for a circular. These may supply the retailer with some inspiration which will help to set his own ideas flowing. The store newspaper also offers opportunities at this season of the year. It might take the form of a sporting and out-door bulletin and feature items regarding the sporting events in the community, articles regarding well known figures in the world of sport, hints regarding equipment for the various games of summer, suggestions to the vacationist, the camper, etc., etc. The editorial scope is almost unlimited, and timely advice as to the type of footwear required for each different sport and occasion could very effectively be dropped in. At least one third of the space should be occupied by legitimate reading matter and the balance might be given over to advertisements of the store's merchandise. Anything much smaller than a four-page sheet, 7 by 10 inches would probably be too insignificant to be effective. Such a paper would of course get best results during May and June, though it might also be used to force a clean-up in July or August. Think it over and see how it would apply in your community.

Why Not a "White Shoe Week?"

It is important to get the white goods season started early and with a bang, in order that as many shoes as possible may be worn out during the summer, thus securing repeat business. Probably the best results can be secured through co-operation on the part of all the shoe merchants in the community in staging a "white shoe week," during which white goods would be strongly featured in advertising and window displays. Possibly the most suitable time for such a campaign would be the week of May 24 (May 22 to 27). Summer has come to stay, the first holiday of the season lures great crowds to golf course, the tennis course, the base-ball diamond, and the lake or river. May 24 should be a day of white footwear. It can be made so by vigorous advertising.

Sell Footwear to the Bride

May is also the time to appeal to the prospective bride. Many a large bill of shoes can be sold to complete the trousseaux which is being prepared for the great event of a girl's life. But it is necessary to emphasize in your advertising the important place footwear should occupy in her wardrobe.

It will pay the shoe merchant to keep his eye on the "Society" columns in his local newspapers and make a note of all the engagements and coming marriages announced. Then about the middle of May he can send to each prospective bride a personal letter, tactfully drawing attention to the fact that he can fill all the footwear requirements for her trousseaux and will be glad to see that she receives special service and attention in his store. This should be followed up within two weeks, enclosing illustrations of some of the most attractive numbers he has to offer.

The personal letter should not be used as a substitute for advertising, but rather as a means of clinching the effects of the newspaper announcements.

Shoes for the Commencement

The same tactics can be employed in selling footwear to the young lady, and the young gentleman who will be taking part in school or college commencements. If possible, secure a list from the various high schools and collegiates of the names of the scholars who will be graduating or receiving prizes, and send personal letters suggesting footwear for the event.

In preparing to handle this seasonal business, it should be borne in mind that the white goods sales will get well started in May, will probably reach the peak during the last two weeks of June, and can be pushed to a vigorous finish in July. Even August presents some opportunities for belated sales of summer footwear, and the fact that August 20 to 27 is set aside as "Yachting Week" may be turned to advantage. The demand for bride's footwear will probably show itself any time during May and also during the earlier part of June. Shoes for the young prospective college graduate will probably be sold early in the latter month. It is during June of course—probably the last two weeks—that the greatest quantity of vacation footwear will be disposed of. Your ads. and window displays should be timed to strike the psychological moments when people will be preparing for all these various activities and occasions.

It's the "'ammer 'ammer 'ammer"

Here is wonderful opportunity for striking publicity. But whatever "skyrocketing" you may do, don't neglect your regular advertising—the advertising that keeps before the public your store, its good name, its service, its sound values, its reliability, and that particular individuality it possesses that marks it out as different from Tom Smith's, or Jim Jones', It's this steady flow, this persistent and consistent pressure, this hammering home of the business ideas and ideals, by virtue of which your store was established

Una

Another snappy model shown by Dominion Rubber System

and has a right to exist, that creates good-will and allows expansion. Your advertising plans for the whole year should have been laid out ahead, in a general way, the mediums and the appropriation decided upon, and the distribution per month in each medium arranged. It should remain now merely to elaborate the plans for your seasonal advertising. But if you have no settled appropriation for this purpose, figure it out right now, and decide how you are going to distribute it month by month. Advertising experts advise an appropriation of 3 per cent. based on gross sales. You may consider that too high, or not high enough. It must depend upon the specific conditions of your business.

Holidays and Anniversaries

The holidays and anniversaries which it will be well to keep in mind for your advertising and window displays are:—May Day, May 1; Mother's Day, May 14; Empire Day, May 23; Victoria Day, May 24; King's Birthday, June 3; Dominion Day, July 1; St. Swithin's Day, July 15; Anniversary of World War, August 1; Britain's entry into war, August 4.

Some Hop

No! Our heading doesn't refer to a quaint style of Chinese footwear nor a new home brew. It's an onlooker's epigrammatic description of one of the outstanding social events in the Galt season. This is an event that is looked forward to by the entire Galt population, even from the most youthful flapper to the hoary veteran, who refuses to grow old in spirit despite the passage of three score years and more. Locally it is known as "The Classic Ball," and its instigators and perpetrators are the Getty & Scott Benefit Society.

The thirteenth annual ball of this society was held on Friday, March 17, at the Galt Armories, opening at 9 p.m. with a Grand March, led by Mr. & Mrs. F. S. Scott. Then began the dancing, which concluded at 5 a.m. A special car left Galt at 3 a.m. to accommodate a large number of guests from Kitchener and Preston. The total attendance ran close on a thousand, breaking all previous records. Visitors were present from London, Toronto, Kitchener, Preston, Guelph and Hamilton. Some of those who came within range of the eagle eye of the press were:—Mr. and Mrs. McHale, of London (Scott-McHale Shoe Co.), Mr. and Mrs. H. N. Lincoln, of Kitchener (International Supply Co.), Mr. and Mrs. Chas. Iredale, of Preston, Mr. Adams, of Toronto, Mr. and Mrs. W. S. Booty, Toronto, Mr. Knowles, Owen Sound, Mr. W. A. Caerney, Getty & Scott representative in the Maritimes, and Mr. F. L. Barber, Western Ontario representative of the company.

The armories were splendidly decorated for the occasion, with bunting and pennants and toy balloons, in red, white and blue, which produced a very striking effect. The orchestra stage and lower end of the hall was banked with potted plants, and greenery in profusion. Thus surrounded and separated from the throng, the Adanac eight-piece orchestra rendered a very choice selection of dance music, introducing now and again some favorite Irish airs in honor of the famous "sivinteenth." They evinced an Irish spirit of generosity, also, in the matter of encores, which was much appreciated by the dancers. Another pleasing musical feature was two xylophone solos by Mr. Benham, during the intermission.

The Balloon Dance was perhaps the event of the evening. A large canopy suspended from the ceiling opened up and a shower of colored balloons decended upon the heads of the dancers, causing quite a scramble and a good deal of merriment.

From 12 to 2 a supper was served and thereafter the dancing was resumed with renewed fervour and kept up until the wee sma' hours, and in proof of their enjoyment of the evening, and the morning, nearly the whole crowd stuck with it to the last.

A very able committee looked after every detail and all were pleased and delighted with the facilities provided for their enjoyment.

Taxes and Capital

Opponents of capital must learn that enactment of a high progressive surtax in the income tax law was like the victory of Pyrrhus. Beginning at $5,000, the rate increases until it becomes confiscatory for large incomes. If a man invests in a productive enterprise and receives an income of $500,000, the government takes $303,190, of it. If he earns $1,000,000, he can retain only $336,810. Should he earn $2,000,000, the government would take $1,393,000, and leave him $608,100. Courts hold that capital is entitled to a fair return. For two seasons the Soviet took the peasants' grain from them, and at the third season they refured to plant except for their own needs. Now, Russia is starving. Take away the incentive of a return and capital will not be risked in industrial enterprise. That is why new promotions are falling off so rapidly. Capital is industry's life blood, but the surtax is a halter around its neck to strangle it.—Barron's Weekly.

Straps are still with us, and are likely to be for some time. The buckle accompanies them in very many instances as shown in these illustrations.

By A. E. Marois Ltd.

By Daoust Lalonde & Co.

By Samson & Angus Ltd.

By Eureka Shoe Co.

By Gagnon, Lachapelle & Herbert

Montreal Retailers Hold Big "Get-together" Dinner

Noteworthy Addresses on Business Topics Delivered—Enthusiastic Endorsation of First Gathering may Lead to its Becoming Regular Event

The Shoe Section of the Montreal Retail Merchants' Association was responsible for a very successful dinner, attended by some two hundred shoe retailers, which was held in the Place Viger Hotel on March 9. The chairman of the evening was Mr. Louis Adelstein, president of the Section, and the committee in charge of the arrangements included Messrs. A. Daoust, A. de Montigny, M. Gold, E. J. Laurendeau, J. Beaudin, A. LaSalle, Geo. Gales, H. Gibbins, R. H. MacLean, S. E. Wygant and A. E. Jones.

Three speakers addressed the gathering, bringing to their hearers sound advice and practical business suggestions. They were Mr. F. W. Stewart, past-president of the Canadian Manufacturers' Association, Alderman Gareau, proprietor of the Mount Royal Department Store, and Mr. C. R. LaSalle, the well-known shoe retailer.

President Adelstein, is opening the proceedings, outlined briefly the work accomplished by the Association and made a plea for the support of the trade in their efforts to carry on effectively. The interest in the present gathering seemed to be such that he felt it would be possible and desirable to hold similar events every three months. The first speaker of the evening, Mr. Stewart, was then called upon for his address, which dealt with the subject of "Salesmanship under Existing Conditions."

"Salesmanship under Existing Conditions"

Decreased sales, high overhead expenses, lack of stability in values, uncertainty of prices and the attitude of the people toward the retailers and the manufacturers, Mr. Stewart said, were the factors mainly responsible for to-day's merchandising problems. They must be met with a tireless energy and unwearying care, which dug right down into the details of one's business, in the effort to increase sales and decrease expenses.

The latter question, that of reducing expenses, showed little sign of solving itself. Even the most sanguine optimist could hope for little in the near future in the way of lower rents, lower wages, or lower advertising rates. A merchant could of course reduce his advertising expenditures by simple cutting it out, but then he was immediately faced with reduced demand for his goods. Slight changes might be shown in taxes, light, heat, insurance and other items, but the total percentage of decrease would be very small.

Reduce Expense Through Greater Efficiency

The only salvation lay in greater efficiency, the elimination of leaks, better buying, better sales. By better buying was meant the selection of only such sizes and styles as were absolutely essential, and the securing of the best values the market could offer. Greater efficiency required more effective work on the part of the sales' staff, the kind of effort that would produce two sales instead of the one which would ordinarily have been made. Politeness, courtesy, sales' suggestion, enthusiasm must be cultivated—all these things were powerful factors in stimulating business, and the salespeople should all be thoroughly impressed with their value.

Keep track of the salesman's production, the speaker advised—know the number of sales put through by each individual, as well as the amount in dollars and cents. It might be found, in many cases, that the low-priced salesman was delivering the largest number of unit sales, as well as the greatest volume.

Other points dwelt upon by Mr. Stewart were the advantage of handling branded goods made in Canada, the necessity of knowing how to figure profits accurately. The merchant should chase profits, not sales, he said. Volume of turn-over did not help if expenses were more than the difference between the invoice price and the amount received by the retailer.

Summing up the qualifications of a efficient salesman, Mr. Stewart said he must possess diplomacy, carry with him a personal atmosphere that secured the customer's confidence in himself and in the store, must be ready to fearlessly face actual conditions as he finds them; must have faith in himself, in his firm and in his goods.

Success in Business.

Alderman Gareau spoke on "Success in Business." He dealt with his subject from the ground up, beginning with the young man who begins his business life as the employee of another. The first essentials for the success of the clerk were sobriety, devotion to work, and an open mind to accept the suggestions and advice of those of greater experience. This is the path to the knowledge that will fit him to start

Mr. Louis Adelstein

in business for himself. Having had the necessary experience, large capital was not essential at the outset. Many a man who had begun with but a few hundred dollars had built up a great commercial establishment by dint of perseverance and intense application.

A Wise Precaution

"Be not over-hasty to enjoy the fruits of your enterprise," said the speaker. This, he declared, was the stumbling block upon which a large number of young business men fell. The unaccustomed exhiliration of finding themselves the owners of paying

organizations went to their heads and they frequently rushed into expenditures which they could not afford. Another snare in which they were caught was that of hazardous speculation in their hurry to get rich quick. Such blind attempts to acquire wealth without working for it always resulted unfortunately. The steady pursuit of his own business was bound in the long run to secure far more satisfactory gains.

How to Secure the Co-operation of Your Selling Staff

Mr.LaSalle's remarks were as follows:

One of the arduous problems of the present time is to find a solid basis for co-operation among the

Mr. C. R. LaSalle

members of a same organization. Speaking of co-operation, generally, is it not so that it is the very essence of life? Take, for instance, a family in which the various members do not support one another. What happens? The lack of co-operation causes the family to disintegrate—misery and often even worse calamities are the result.

I will go further and state that the culminating point of co-operation is **friendship.** Yes, we will help one another more and better when we are closer friends. Consequently, a means of being friendly must be found since friendship is the first step towards a sincere and loyal co-operation.

Staff Loyalty Essential to Success

Every business man worthy of the name will readily admit that no matter how capable he may be, he cannot attain success without the sincere and loyal help of his employees. It is therefore evident that he must, above all, assure himself of their esteem by treating them with respect, courtesy and justice. He must also endeavor to assure, among the members of his staff, a spirit of sympathetic accord, all friction being fatal to co-operation. It is a recognized fact that success in business depends logically upon the co-operation which exists between business men and their employees.

Hold Monthly Meetings

I am of the opinion that a good way of assuring this spirit is to hold monthly meetings of all employees.At these meetings are fully discussed all the problems relative to service to customers that are difficult to please, complaints relative to quality or style of goods and all other difficulties which the employee encounters during the course of his day's work. Every case should be brought up and all employees invited to make suggestions for the improvement of the business or the firm's methods. Such topics as merchandise, advertising, sales methods, etc. should also be studied at these meetings. It is probable that very valuable suggestions will be offered, even by junior employees. The old French saying, "On a souvent besoin d'un plus petit que soi," is fundamentally true.

If, at these meetings, some impractical suggestion is made, the employee making it should not be rebuked but he should be sympathetically informed why his suggestion cannot be used, so that the knowledge thus absorbed by him may lead him to make more practical suggestions the next time opportunity offers.

Offer Compensation for Valuable Suggestions

It would unquestionably be a good policy to offer some form of compensation for accepted suggestions that would lead to profitable results. Such a policy would prompt employees to use their BRAINS for the benefit of the firm, as much as they use their arms and feet.

From whatever point of view you study the problem it is evident that a regular monthly meeting is a powerful means of fostering a spirit of co-operation and that both employer and employees develop mentally through it. The cordiality reigning at such meetings would stimulate enthusiasm, which is necessary to good business. Incidentally, I may add that employers would find it advantageous to give some tangible form of recompense to their employees who co-operate in the development of the business.

Transferring Difficult Customers

Before concluding, I wish to speak of a very important part of co-operation—that of turning over a customer to another clerk to complete a sale. The clerk who realizes, even before the "hard-to-please" customer does so himself, that for some reason or other he cannot interest the prospective buyer, is a wise and tactful man. Experience proves that it often happens a "hard-to-please" client must be passed on from one clerk to another two or three times before he is satisfied. This does not necessarily mean that the clerk who concludes the sale is a better salesman than his fellow-clerks, but simply that the customer prefers his methods to those of his colleagues.

Of course, the passing of a customer from one clerk to another must be made before all styles have been shown—the clerk passing the client on, must leave some material for his colleague to work with and bring the sale to a successful close.

This is one point where experienced and intelligent salesmen can co-operate in order to satisfy the clientele and contribute to the success of the business that employs them.

Mr. Harrison was in a bad temper, and when an acquaintance met him one morning with a question, "Ow is you 'ealth today, Mr. 'Arrison" he waxed wrathful.

"My name is not 'Arrison," he snapped.

"Well," said the other, "if a haitch, a hay, two hars, a hi, a hes, a ho, an' a hen don't spell 'Arrison,' then what on hearth do they spell?"

The Financial and Construction Situation

Interest in Bonds Lessening—Investors now Turn to Industrial Stocks and Mortgages—Will Supply Needed Stimulus—Thirty Thousand Canadian Homes Expected to be Built This Year

However, the internal conditions in the footwear industry may be, the speed of its recovery must depend very largely on the external factors that enter into the situation. We cannot live to ourselves, industrially; we are but a unit in the commercial machinery of the country, and our output and efficiency is limited, very definitely, by the output and efficiency of the rest of the machinery plant. It therefore, behooves us to take cognizance of what is going on outside our own particular circle; and consider how our operations and progress are affected by conditions in general—endeavoring to see that we are the first to take advantage of every readjustment that brings us a step nearer normal.

The False Security of 1920

The general financial situation, therefore, is of paramount importance to our industry, as it is to every other, and its improvement will bring to bear as beneficent an influence upon our enterprises as does the spring sunshine upon the withered earth. Harking back a bit, let us recall the conditions early in the year of 1921—for that momentous year seems to constitute the highest peak in modern financial and commercial history, a peak from which we began to slide so smoothly and silently that we scarcely realized it until we struck a few snags in the way of failures and unemployment crises, which thoroughly opened our eyes to what was hapening. The first signs of warning to those whose financial interests had taught them to sleep with one eye open, were a series of panics in various quarters of the globe. In India, there was a rice panic; in Cuba, a sugar panic; in South America, a rubber panic; and in Japan, a silk panic and so on. These bolts from the blue hit related industries pretty hard, there was a reactionary caution, prices began to fall, and the supply of money for industrial purposes was dried up at its sources. The result was, of course, unemployment, and the poor we have since had with us—dead-weight, for the most part, which has made the navigation of our over-burdened craft a heavy and difficult task. But we have never been in real danger of a wreck, not since the moment when we thought ourselves safest.

Money Diverted into Bonds

The unemployment problem is one that has always been difficult to handle, and never, probably, has it been so difficult as within the last eighteen months. It's baneful effects have been shown in the reduced buying power of the "masses", which has been reflected back upon business to create further stagnation, and then still further unemployment. This combined with the uncertainties of the world situation, and the spirit of hesitancy which has, in some cases, almost amounted to inaction, has kept us circling in a rut for many months. Money that would ordinarily have been applied to industry has been diverted to the bond market, where an unusually high return with excellent security, has found a ready response from many who have had severe lessons in caution. Another natural result of the large returns on bonds has been to still further induce the saving habit. Unusual economies have been practised in many directions and there has been a general tendency to postpone purchases—till to-morrow, till next week, till next month, till next season. The only unfortunate part of it all is that the saving habit struck us at the wrong time. If it had been practised, as it should have been, at the height or our prosperity, when the markets of the world offered a greater outlet for our products than our fields and our factories could fill, our problems during the reactionary period would not have been nearly so serious nor so difficult.

So much for the situation as it has been for the last eighteen months. What is the situation at the moment? The flood of money which has been diverted into bonds has been followed by an inevitable reduction in returns from that source. The result is that investors are looking for a more remunerative field in which to place their cash. Mortgages to-day are absorbing their attention very largely, and industrial stocks too, have a much greater attraction for them. Easier money has produced marked improvement in the building situation. For example, thirty thousand homes are expected to be built in Canada this year, and reports all along the line are very optimistic. Next to agriculture, building and construction is the industry which affects the prosperity of the greatest proportion of the population of this country. If we have a big building year, as appears assured, it will immediately relieve the unemployment situation. It will restore the buying power of thousands who, since the turn of the tide in 1920, have not been assets to the country either as producers or purchasers. The whole tone of industry is bound to be improved as a result, and there will be a spirit of renewed confidence which will be conducive to the resumption of activity in every line. The consuming public will come into the market for commodities that it has postponed purchasing during this trying period, and money that was being carefully hoarded will begin to find its way into the till of the retailer, whose requirements from the manufacturer will increase as a result.

Fluctuations are to be expected, but the outlook for 1922 is one of gradual progress toward normal activity, which, leading economists state, will again be restored to us by the end of the present year or the beginning of 1923.

The merchant who regards the cash discount as a little thing is lacking in a sense of proportion. The cash discount is one of the biggest things in business

A Message to the Retail Shoe Trade from President Stephens Regarding N.S.R.A. Plans and Activities

The question has often been raised as to whether trade associations are of any great benefit to the industry they represent. To this question I consider there is only one answer, and that is, that they are a benefit, even though it is considered barely apparent by certain branches of the trade.

In the first place there is the knowledge that members belonging to such associations have a fraternal feeling for each other. There is also the feeling that when occasion arises, they can call upon the executive for help or counsel, or they can lodge complaints or grievances in regard to trade conditions. It is for these reasons and many others that the National Shoe Retailers' Association exists to-day.

Dealing with Essentials

Some of our members may sometimes wonder what we are doing and why they do not hear from us oftener. The answer to this is that we cannot create unnecessary work for the association. Remember that each one of the executive is busy with his own individual business affairs, and none of them have the time to constantly devote their energies to the work of the association, as any of our members will no doubt understand. But let me make it plain that we do meet at stated intervals (and sometimes at a considerable sacrifice) and we then thoroughly discuss the needs and requirements of the trade.

Remember besides that our executive is scattered over a wide area of this great Dominion of Canada and it takes time and money to bring them together and discuss our business; therefore we have to make sure that there is business of sufficient importance to make it worth while, before we arrange for meetings.

A Timely Question

Only a few weeks ago at one of our meetings we discussed a matter of great importance to the trade, viz., endeavoring to get the rubber companies to extend the time for payment of "placing orders" for rubbers until December and the payment for tennis goods until June. We used every argument that was possible in this matter, but were flatly refused any consideration by the Rubber Association. However, this does not discourage us, as we intend to press our request again. I only cite this as an instance of what we are constantly trying to do for the trade.

We have before us at the present time quite a number of questions that will be brought up at our next meeting and if it is considered that it is for the best interests of the trade, we shall publish them.

Possible Changes

There is no doubt that it is fast coming to the time when it will be necessary to make some changes in our organization, but just what they will be, it is now too early to state, excepting to say that whatever is done will be in the best interests of the National Shoe Retailers Association.

There is one occasion that no doubt stands out more prominently than any other with our association and that is the annual convention. At that time the members meet and get acquainted, attend the meetings and hear addresses that help them in their business, and in this way they feel that they belong to an association that is doing something for them and for the trade in general.

Next Convention will be Best Yet

I might state that the time for our annual convention has been extended to February, 1923, and what the exact date will be it is too early yet to state, but I can assure every member of the shoe trade that it is going to be the best convention that has ever been held by the trade and it will pay any shoeman to come, no matter how far he may be located from the place of meeting. Our experience with past conventions and our observations of those held in the United States is going to be of great benefit in putting over something of a high order.

Use the N. S. R. A.

In closing, I would like to state that we are at the service of the whole shoe trade of Canada If you have any grievances or complaints we would like to hear them. There is no doubt that the time is coming very soon when we shall be called upon to stand up for our rights. I refer to taxation and tariff changes. There is sure to be new legislation in regard to these matters and it will be the business of the N.S. R.A. to see that the trade is fairly dealt with.

Remember our association is in existence for the benefit and help of the shoe trade of Canada, and we hope that every member will feel that he is free at any time to take up with us any matters that are vital to our industry.

With kindly greetings, I am,

Yours most cordially,
(Sgd.) E. A. Stephens,
Pres., National Shoe Retailers' Assn. of Canada.

Trade Steadying in the West

Conditions Will be Largely Affected by Harvest Next Fall

The Canadian West, generally speaking, reacts more quickly than other parts of the country to the stimulus of prosperity or the depressant of hard times.

The improved feeling, therefore, that has resulted from the recovery of prices of agricultural products, is a hopeful indication, and it is encouraging, also, to note that the retail business appears to be showing greater steadiness. The following letters from two representative Western shoe retail men are of particular interest:

Winnipeg, April 1st., 1922

Editor, Footwear in Canada,

As we step on the First day or April, we have crossed over the first quarter of the year 1922. The past period has been a rather difficult one for the shoe merchant. Business has not been as good as the last two year quarters of the same period, and the wise merchant has made a persistent effort to clean up stocks so as to start the second quarter with a stock that will not only be saleable, but which his customers will demand.

In order to do this he has had to take a depreciation, or in other words merchandise his stock at prices that would make it saleable. This has been rather difficult for the buyer today is shopping, and shopping very carefully. In fact the shopper goes a-hunting, as he feels he has the time,—at any rate he takes the time,—to seek and secure the best values.

The stock that is made up of accumulations and old styles will be most difficult to merchandise in the future. Even the high priced, high grade lines that have not been cleaned up are bound to take a still greater depreciation to move them from now forward.

Medium-Priced Stylish Footwear Demanded

If we analyze the shoppers' demand, we find they are seeking, not only the most for their money, but they are seeking up-to-date, natty styles at moderate prices. The wise manufacturer has seen this coming, and in order to keep his factory wheels turning and his employees busy, he has rejuvenated his factory, according to the demand. A large number of manufacturers have gone after the medium-priced footwear and many of them are to be complimented on not only the nifty, up-to-date flapper styles over new patterns, but also the dependable quality and excellent finish they have combined in them, all of which goes to make saleable footwear.

Canada, on account of being situated at the northern half of this Continent enjoys a winter season. The finish of the last quarter has brought to an end the winter season and on account of the good graces of the weather man, April comes in like Spring and as a result everybody is engendered with optimism and a bright feeling, which is bound to bring about a better condition of affairs.

Sell Greater Pairage This Year to Maintain Turn-over

Many retail stores have provided themselves this Spring with a broad range of moderate priced footwear—at least this is what the Rannard Shoe Limited have done, and while it will be necessary to sell at least three pairs to get the same turn-over as two pairs formerly provided, I think that the three pairs will be sold by the same, or less effort, than the two pairs before when prices were higher.

The manufacturer and the retailer who have enjoyed a good volume of high-priced trade in the past will no doubt receive rather a jolt this year if they have not made an effort to get after the medium-priced business, because there is no doubt about it, this is where the big volume of business will be done.

Of course there will always be the classy trade who do not seek prices at all but demand the very best without giving any attention to prices, but the question is, will there be enough of this trade to pay the rent?

A Cautious Public

Business in the west has been fair the last three months. The buying public have been extremely careful and cautious, only spending what was necessary, but with the spring season which is now at hand I believe there will be a better feeling, and as a result of the economy they have practised they will turn into buying what they require, so that business will be on the up-grade.

Women's high boots in blacks and browns sold above our expectations during the month of March, when warmer days and spring thaws set in. Every woman seemed to have the idea that she should have at least one pair of good dress laced boots in her wardrobe. At any rate this is what we advertised and it brought a good response.

The last few days of March and beginning with April there has been a heavy demand for oxfords and strap oxfords with walking heels and welt soles. As the weather becomes brighter we look for a heavy demand in one, two and three strap slippers with baby louis and louis heels in patents, black and brown kid, black and brown calf, black suede and black satin.

As regards hosiery there was no question but that

Three low-cut models shown by Chas. A. Ahrens, Ltd.

all those who were prepared with suitable stocks enjoyed a good trade in wool hosiery. We think with the change of the spring season that silks, and silk lisles and Egyptian cottons in the standard colors, and also light colors, will be much in demand.

Much is expected of the retail shoe merchant at this time, not only in service, but in regard to stock, which embodies anything and everything one could ask for. However, the wise merchant at this particular period will be rather cautious and study to speed up his stock turn to the highest possible point. If he is able to do this he will make some profit and eliminate continued depreciation.

Trade Conditions in Edmonton Fairly Steady

Edmonton, Alta. March 28th., 1922

Editor, Footwear in Canada,

The present shoe trade conditions in Edmonton are as steady as can be expected, a few warm days being responsible for starting Spring trade moving. The return of cold weather slackened up business, but there is every possibility of business becoming brisk as the weather improves. People have been inclined to wait for Sales but the showing of the new Spring Shoes should create the buying motive.

Women's Patent, Brown and Black Calf, two Buckle or two Button in Cuban and Low heels, with white stitching on the Patent and Black are still in good demand.

Yours Truly
Percy Plowman
Hudson's Bay Co., Edmonton Alta.

Plans for Restoration of Cummings Store

The fire which recently occurred in the Cummings Shoe Store (formerly Eaton's Shoe Market), 478 St. Catherine St., West, Montreal, did damage to stock amounting to $51,000 and to fixtures, $5,500. Insurance carried covered approximately half the combined amounts. Clearance of the salvaged stock is to be effected in a booth erected within the store, while the work of restoration and rennovation is going on. The store fittings and general construction of the new store will be on the very latest lines, and something distinctly original will be introduced in the way of entrance and show window, the management state.

Obituary

The death is announced of Mr. Geo. P. Ziegler, well-known travelling representative of Chas. A. Ahrens, Ltd., Kitchener. The late Mr. Ziegler had been connected with this firm for eight years, covering Northern Ontario. His death, which was the result of a very critical operation, took place at Kitchener on the evening of March 23. In offering our condolences to his bereaved family, we know we speak for a wide circle of Canadian shoemen, whose respect and friendship Mr. Ziegler had won.

Mr. John Guinane, a well-known figure in the shoe retail trade in Toronto, passed away on March 17, after two week's illness. The late Mr. Guinane had a long career in the shoe business. He had his first experience in the store of his father, the late William Guinane, which was located in what is now the Eaton block, and which had been established half a century ago. The business was moved to 9 King St., East, some ten years ago, and again to 269 Yonge St., in 1920. The deceased is survived by his widow, four sons, and two daughters.

Recent A. H. M. Appointment

Mr. William C. Bending is the division branch manager for Ames-Holden-McCready, Ltd., in London, Ont. He was recently appointed to this position, having been previously on the staff of the London Shoe Co., from which he severed his connection last November.

Mr. Bending has been in the shoe business since his early youth. While still attending school, he sold

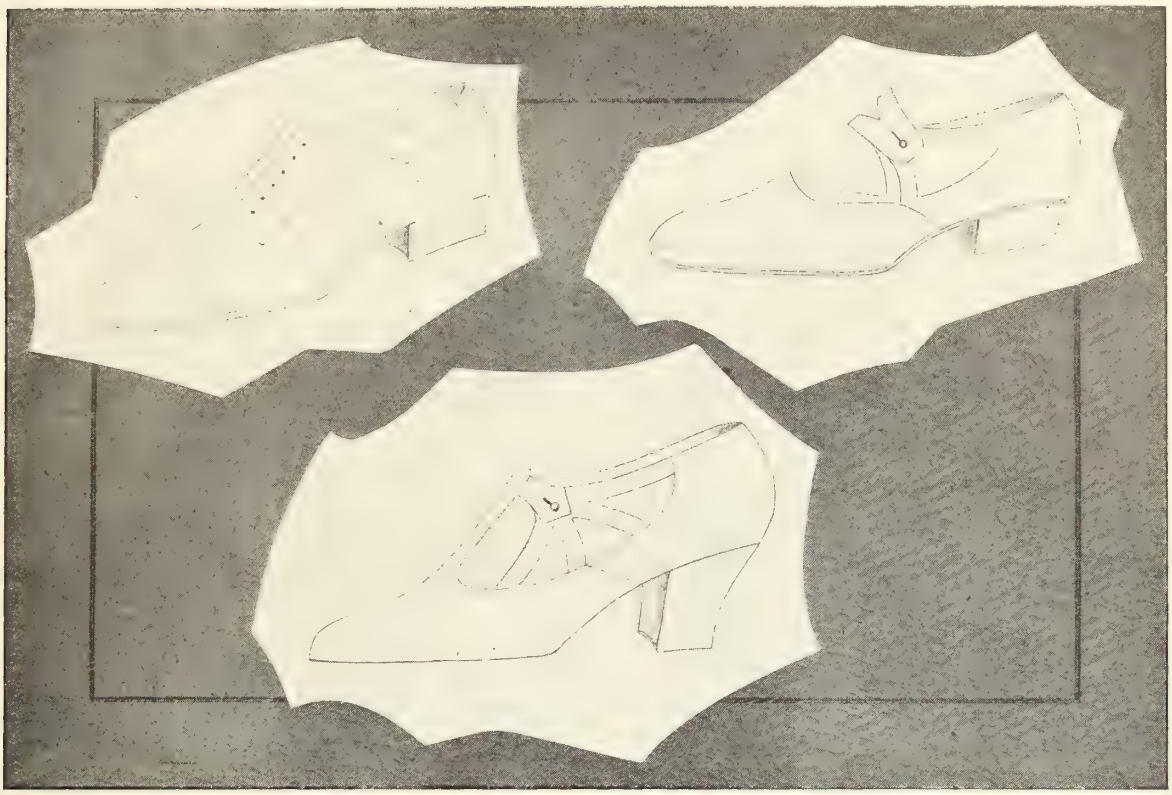
W. C. Bending

shoes for Thorne Bros., London, during week ends, and when he left school it was in the same store that he held his first regular position. After two and a half years' experience with this firm, he entered the employ of the London Shoe Co., serving for seven years in the warehouse, and afterwards as a member of the sales staff. He carried the company's lines throughout the territory embraced between Bracebridge and Manitoba for four years, up until the time when he became connected with A.H.M. He has made a good start in his new work and looks forward to a successful season during 1922.

Hockey Laurels Won by Clarke Teams

Mr. "Griff" Clarke, of A. R. Clarke & Co., is one of Toronto's best-known sportsmen, and events of the hockey season have proved that his co-workers in the big east end plant have similar propensities. Clarke Team No. 1 again came out on top in the Toronto and York Industrial League, which privileges them to hold the Goodyear and Austin trophies, while Clarke Team No. 2 won the championship in the Toronto Hockey League and have thereby become the first holders of the Geo. W. Cruise Trophy. They also secured the T.A.H.A. honors, by which they become possessors of the Spaulding, representing the commercial title of Toronto.

The drum makes the noise, but it is the silent baton that directs the orchestra.



PAGES TORN FROM A DESIGNER'S SKETCH BOOK
Interpretations of the prevailing mode by Gus Lossman (United Last Company)

Scott-McHale, Ltd.

A change in name and in organization of one of Canada's well-known shoe manufacturing concerns has recently been announced. The name of Scott-Chamberlain, Ltd., of London, Ont., which has become so familiar to the trade, has been changed to Scott-McHale, Ltd. As indicated by this new name, Mr. J. McHale, the company's superintendent, has become a member of the firm. Mr. McHale has been connected with the firm for a comparatively short time, but long enough to earn for himself the high opinion of his colleagues and the trade in general.

Mr. J. J. McHale

Mr. McHale was born into the shoe industry. His grandfather made shoes in London away back in the early sixties, and his father also followed the shoe business. He himself was with the Brown Shoe Co., of St. Louis, previous to his connection with the London concern, five years as foreman and ten years as superintendent.

A selection from the line of Modified Educator shoes manufactured by Rice & Hutchins, of Boston.

Ontario Repair Men Prepare

For Big Provincial Convention of Shoe Repairers to be Held in Hamilton Next July

In reponse to a notice sent out by the president of the Ontario Federation of Shoe Repairers' Associations, all the councillors of the Federation, with the exception of those representing Peterboro, Oshawa and Port Arthur, met in Hamilton on March 7. A full discussion regarding arrangements for the coming convention took place.

It was decided that all members of existing associations included in the Federation, together with any bona-fide master shoe repairers who were not members of any organization should be eligible for membership.

The financial report of the first convention, audited and found correct by Mr. Rogers, of London, and Mr. Miller, of Hamilton, was adopted as read and filed.

A resolution was passed requesting that each association make a voluntary loan of $5.00 or more for the preliminary expenses of the coming convention.

Further resolutions were passed as follows. (1) That a committee be appointed to register each member at the convention and collect a fee of $3.00 which would entitle the member to a ticket to the banquet and a badge admitting him to all meetings of the federation. (2) That revenue derived from the sale of advertisement in the programme go towards the expenses of the Federation and that arrangements be left in the hands of the Hamilton members of the executive committee of the Federation. (3) That the president and secretary be instructed to obtain the co-operation of the wholesale houses and the trade press to further the interests of the Federation.

Toronto Shoe Repairers Hold Sixth Successful Annual Banquet

Entertainment, enlightenment and good fellowship were combined at the Sixth Annual Banquet of the Toronto Shoe Repairers' Association, held in the King Edward Hotel on Wednesday evening, March 22. There were close on one hundred in attendance, and with the good things offered for physical and mental refreshment everyone went home satisfied and happy. The hotel management supplied edible delicacies of the kind the repairers enjoy, words of wit and wisdom flowed from the lips of the speakers, while music, humor and fun were furnished in generous measure by the entertainers.

Mr. Arthur Butterworth, president of the association, occupied the chair and did the honors of the evening most happily. The toast to the King was followed by the "president's remarks," which, however, merely consisted of the statement that he would leave the field open to the other speakers and talent.

"The Wholesale Trade"

The first item on the toast list, "The Wholesale Trade," was ably proposed by Mr. S. Burnett, treasurer and past-president of the association. Mr. Burnett pointed out that the attitude of the repairers to the wholesale men was to-day vastly different to what it had been in earlier days. Time was when they were viewed with antagonism and suspicion as middlemen who added unnecessarily to the price of the goods before they reached the repairer, claiming a large profit without any adequate service in return. But now the repair trade realized that the jobbers were an essential part of the industry, that they did not make an undue profit, and that their co-operation and assistance was almost invaluable. Many of the repairers started in business in a very small way, and they were proud of the fact that they had been able to build up prosperous businesses from insignificant beginnings. But it would not have been possible for them to do so to the same extent, if it had not been for the enterprise and help of the wholesalers. In every possible way they had made it as easy as possible for the repairer to do business. They had placed on the market special tools and machinery for his use; they had adapted various lines of merchandize for his type of trade; they had advertised many lines so widely and effectively that they practically sold themselves without any effort on the part of the repair man.

And futher, Mr. Burnett said, the wholesalers had proved themselves a fraternal body of men. They had assisted the association very readily in its endeavor to raise the status of the trade, and their presence and co-operation had helped to make their banquets a success, as on the present occasion.

The toast to the wholsale trade was coupled with the names of Messrs. W. A. Moore (Beardmore & Co.), W. H. Alderson (Gutta Percha & Rubber, Ltd.) and H. S. King.

Shortage of Heavy Leather

Mr. Moore, in making his reply, spoke from the tanners viewpoint. He said that he believed the leather being produced in Canada to-day was as good as, or better than, it had ever been. Since the termination of the war, the tanners had made a sincere effort to improve their product — successfully, he was convinced. One of the features of the leather situation recently, he pointed, had been a scarcity of heavy stock. Canadian cattle did not produce as heavy hides as in some other countries, and it had been necessary for Canadian tanners to scour the world's markets for hides of that type. He did not anticipate any very great scarcity of heavy leather this year, but his advice to the repairers was that they should use the lighter grades wherever possible, and thus help to even up supply and demand.

Regarding prices, he pointed out that there had been a considerable reduction in sole leather quotations, and the tanners had done their best to give the repairers the advantage of the downward trend. The

public had been clamouring loudly for lowered living costs, but did not realize the problems that had to be met with. The repairers should, however, take into consideration that new shoes had been considerably reduced in price, as that largely controlled the charges that they could make for their services.

Century-old Advice

Mr Alderson, who was next called upon, produced something old that was at the same time new and interesting to those present. It was a code of ethics written one hundred years ago. This was taken from the York Almanac and Royal Calender of Nov. 1, 1822, and contained a great deal of useful advice, much of which is still applicable under present-day conditions.

Mr. Alderson also had some advice to offer on the value of truthfulness in business, pointing out that

Mr. Arthur Butterworth
President, Toronto Repairers' Assn.

business was becoming more and more a matter of trust and credit and that the cleverest man in business to-day was the man who told the truth, not occasionally, but all the time.

Mr. King, the next speaker, stated that this was his fifth offence out of six banquets. He remembered the first banquet very well, and from the improvement that had taken place, he judged that the association was the best thing that had ever happened the trade in Toronto. He facetiously remarked that he did not think it was prudent on the repairers part to hold their banquet in one of the best hotels in the country, as the wholesale men might put their heads together and say, "These fellows are getting too prosperous — its about time we raised prices again." However, he said, repairers had never got top prices for anything, and he did not think it would be wise for them to reduce their prices too much, as they might find at the end of the year that they had been working for the government and the landlord.

"The Trade Press"

Then followed the proposal of the toast to the trade press by Mr. Walter Burnill. Mr. Burnill referred to a statement made by Sol White recently that there was no other industry served so well by the trade press as was the shoe industry. Mr. White had spoken as representing the big interests, the shoe and leather interests of America, but speaking for the the little step-brother, the shoe repairing industry, he thought the same thing was true. It had been quite remarkable the amount of attention the repairers had been getting in the press, practically all the papers connected with the industry were running shoe repair sections, and he thought there never was a time when it was more essential that repairers should take advantage of the knowledge thus afforded. In the past, very little accurate information had been available on the subject of prices and the figuring of costs to cover overhead and allow a profit. But to-day the repairer could find very valuable information along this and mauy other lines in the pages of his trade magazine, and there was no other source from which so great value could be received for the money paid.

Mr. Burnill also referred to the formation of the Ontario Federation. He said that the trade press had been responsible for the birth of a child, inamuch as the convention had been called last year largely upon its instigation. Another convention was now being arranged for which he believed would be bigger and better than last, as they would be able to profit by previous mistakes.

The toast to the press was responded to by Messrs. Turner and Yarker.

Toast to the Association

Mr. Warren T. Fegan, past-president of the National Shoe Retailers' Association of Canada, in proposing the toast to the Toronto Shos Repairers' Association, conveyed the best wishes of the organization he represented and congratulated the repair men on the splendid work their association had accomplished. Incidentally he let his hearers into a secret. He himself had repaired shoes at one time and had the honor to be the son of a shoe repairer who worked at the bench for seventy-one years.

Mr. Fegan took the opportunity to point out some of the encouraging features of the present business situation and carried a real message of optimism to the gathering. His remarks, in abstract, appear on another page.

The response to the toast was made by Mr. Chas. Robertson, in calling upon whom Mr. Butterworth pointed out that he was the first president and really the father of the Toronto Shoe Repairers' Association. Mr. Robertson told of how the association had its beginning when 25 men gathered at his home on his invitation. Officers were elected and organization formed. The good work it accomplished was evidenced in the spirit of fellowship that had been created. One could now go and visit a fellow repairer in his shop in a friendly way and talk business with him, while formerly he was looked upon more as an enemy. The association had also been of great assistance in the matter of prices. When costs were rising it had been the means of arranging price lists that allowed a fair profit to the repairers and, on the falling market, likewise a new price list had been gotten out suited to the new conditions. This work benefited every man in the trade, those outside the association as well as those in it.

The association had also been the means of bringing cleaner windows and shops and more sanitary conditions throughout the business. The associated trades had been very ready to help and it was through the association that they found means of doing so.

As a result of the efforts that had been made, the repairer to-day could be classed as a business man, not as a mere cobbler.

Mr. Robertson also pointed out that the formation of the Toronto Association had helped to set the good work going in Ontario, organizations springing up in other towns and cities within a short time, and through the co-operation of these local bodies, the provincial federation had been given birth to.

The musical entertainment of the evening was supplied by Messrs. Joe Williams, Geo. E. Lockwood and Irwin Johnston, whose solos were very much appreciated — not to mention the choruses in which everyone joined. Gutta Percha cigarettes and I.T.S. rubber cigars were said to taste better than their names would indicate.

Big Night in Hamilton

Third Annual Banquet of Local Association was Best Yet

An excellent representation of the Hamilton shoe repair trade gathered on the evening of Wednesday, March 29, for the Third Annual Banquet of the Hamilton Shoemakers & Repairers' Association. President Grayson occupied the chair and handled the proceedings in a most creditable manner. There were many guests from the wholesale trade and also from the Toronto Association, who added to the enjoyment of the evening by their timely and interesting remarks.

After a hearty repast had been partaken of, the toast list and entertainment programme was proceeded with. Following the toast to the King, the William Orchestra rendered some musical selections which received the hearty applause of the audience. Mr. A. Miller then proposed the toast to the visiting shoe repair men, coupled with which were the names of Messrs. A. Butterworth, Walter Burnill and S. Burnett, of Toronto, and Mr. Pettit, of Brantford. Mr. Miller, expressed the pleasure of the Hamilton Association in welcoming visitors from sister associations. He felt that it was very helpful that they should get together in this way, but the surprising thing was that thost who most needed the help, an organization could give, were the very ones who failed to come in and take part in it.

Words of Wisdom From the Visitors

Mr. Butterworth, in response, thanked the Hamilton brethern for their warm hospitality. He made brief reference to the begining of the association movement in the shoe repair trade. It had its birth, he believed, in Toronto, and Mr. Chas. Robertson had been the father of the idea. And having once been initiated it had spread to other towns and cities—Hamilton, Brantford, London, St. Catharines—and had since gradually strengthened. There was no reason, he believed, why it should not spread right over the country, and carry with it the benefits which had been realized in those localities where it had taken root—benefits which had fallen not only upon the workers and the members, but also those who had remained outside. Many of the latter, he said, made it their business to secure the association price lists and were ready enough to take advantage of the information they offered.

"It's always fair weather when good fellows get together," said Mr. Walter Burnill, who was next called upon. And he sang it, too, to prove that he meant it. "That's the spirit we need," he declared. "It does us good one and all, collectively and as individuals, to get together and work together." Personally, he was never so happy as when he was among the members of his own craft, the shoemakers. It had always been a matter of regret to him that shoemakers had been just a little bit lower on the social scale than they ought to have been, and he believed that organization had been of great value in changing this. Since his youth, when he had worked on the bench he had been closely connected with associations. At that time he had belonged to his union, and had always made it a point ever since to identify himself with his trade organization wherever he had been. The new class of men now coming into the trade knew nothing, for the most part, of the long hours and the hard grind and the small pay of their predecessors. Association work had largely been the means of rectifying those conditions, and still today

President Grayson
Hamilton Shoemakers & Repairers Assn.

the associations were needed more than ever. The country was passing through a period of depression and it was essential that the trade should stick as closely together as possible.

Pleasant Associations

Mr. Burnett, past-president of the Toronto Association, made a brief speech. He was always glad, he declared, to come to Hamilton and to take part in any of the events put on by the local body. The Hamilton and Toronto Associations had always worked together since their formation, and he knew they would continue to do so in the future.

Mr. Burnett made reference to an important matter which is receiving the attention of the various local organizations at the moment—namely, the coming convention of the Provincial Federation. The first convention held last year had not, perhaps, accomplished all it might have, but one thing it had accomplished, which was the formation of the Federation. And from now forward till the time of this year's convention it was the duty of the different local associations to bend their energies and co-operate toward the end that the second gathering might be bigger and better than the last one. Every member should do his part by seeking to interest others. If each would bring along even one other, their efforts

to elevate the trade would meet with great success.

An Evening Well Spent

Mr. Pettit spoke representing the Brantford Association. "This is the third annual banquet of the Hamilton Association," he said, "and it is the third time I have been with you." He had always felt that an evening spent in this way was well worth while, and he never missed an opportunity to take one in when he could. In the last few weeks, he had attended other association banquets—one in London and the other in Toronto—and he could not but see that there was a real interest being taken in organization work by the repair men, and that the wholesalers, also, were lending their ready and hearty support.

It was particularly gratifying, too, Mr. Pettit, said, to note the interest that was being taken in the convention. The attendance at the executive meeting was very encouraging—even Collingwood had sent a representative—and he hoped, and believed, that the trade as a whole would get behind and push.

A Boost for the Press

The toast to the trade press was proposed by Mr. F. H. Revell, who had many words of appreciation and commendation to offer. The trade magazines, he said, had greatly helped and benefited the shoe repairers, and he thanked them most cordially for the assistance and support they had given to the trade throughout the province. No shoe repairer to-day could afford to do without reading these magazines, and he strongly urged every man present to make use of them.

The toast was responded to by Messrs. Duggan, Turner and Patterson.

One of the most interesting items of the proceedings next followed. This was a raffle for three prizes, which were, first, a leather skiver presented by Mr. Wilton, second, a box of cigars presented by Mr. Revell, and, third, a leather cutter presented by Mr. Chadwick. Mr. Macangers was the fortunate winner of the first prize, while Mr. Clifford took the cigars. Mr. L. T. Patterson won the cutter, but presented it again to the association. It was then auctioned off, being knocked down for $8.00 to Mr. Chioccola.

The toast to the wholesale trade was proposed by Mr. Charlesworth, and the responses were the means of bringing forth much wit, wisdom and knowledge from the representatives of the wholesale houses present.

Mr. A. Wallace, of P. B. Wallace & Sons, advised the repairers to maintain their prices as far as possible. Conditions up to the present did not warrant any appreciable reduction. There had been a reduction in the price of leather, but not sufficient in the grades the repairers required to bring about any real decrease in their costs.

A New Organization

Mr. Wallace said that the jobbers themselves had formed an association, to deal both with credits and prices. The jobbers had been making no profits. A leather man to whom he had been talking recently had told him that on a turn-over of half a million in 1920, his concern had shown a profit of 80 cents. That was about typical of how things were, and in many cases losses had been taken. The trade had been somewhat disrupted and consequently the need of an association had become evident. In the matter of credits, the intention was that the accounts of the various jobbers should be turned in every month, and on the 15th of the month all the members would know the names of any customers whose accounts were overdue. The names of the firms to whom they were owing would not be disclosed, however except with the mutual consent of the parties interested.

Mr Mathers, of Gutta Percha & Rubber, Ltd., Mr. Arthur Angus, of Chas. Tilley & Sons, Mr. Robinson, of National Polish Co., and Mr. Bush, of Leacock & Bush, were among the other speakers.

Mr. Angus said he had watched the association since its inception and had seen the very beneficial effects it had had on the trade. It had helped the jobbers, too, because they had invariably found that association members were more prompt in their payment of accounts than were non-members. His advice was that they should stick together, maintain prices, and make it go.

Snappy Entertainment

The audience was indebted to Mr. Wilman for a song and to Messrs. Grayson and Tebbs for recitations. The musical numbers rendered by the William orchestra were also much appreciated, and brought forth a hearty vote of thanks from the meeting, on motion of Mr. Revell. Mr. William, who is a member of the Hamilton Association, was unable to be present, owing to sickness; the secretary was instructed to convey the association's appreciation and sympathy to him.

Examples of Live Advertising by Well-known Calgary Repairman

I Am Not

competing for the Trade of China
But of Calgary.
Get your shoes repaired by,
ARTHUR DASH
515 Eighth Avenue West.

A Right To Squeal

I advertize your shoes to get
To put on a sole and heel,
But if they are not fixed just right,
You have a perfect right to squeal.
ARTHUR DASH

Not Sporty

You cannot sport yourself in shoes
That are badly worn,
Let me make them sporty.
ARTHUR DASH

Ladies

You have often said to a friend,
"If only I knew where to find a
shoe repairer who can fix my shoes as
neat and light as when new, I would
take them to him".
Try, ARTHUR DASH

Father and Mother

The boys and the girls how often annoys
Their fathers and their mothers
By climbing the walls and kicking the balls
And wearing out shoe leather.
But what do they care if their shoes do wear
And their toes are sticking out,
They go to their fathers or else to their mothers
Expecting to get a clout.
When you find their shoes begin to wear
Bring them to me and I will repair
With leather that is tough and strong
And make them wear just twice as long.
ARTHUR DASH

The Outlook for 1922

Canadians Have Many Reasons to be Optimistic—Money Plentiful—Close on Two Billions Deposited in Banks—Prices Down—Pressing Need for Individual Effort

By WARREN T. FEGAN
Before Toronto Shoe Repairers' Assn. Annual Banquet

If you will bear with me for a few minutes I shall have something to say on "The Outlook for 1922." Nearly every one who comes in the store—and you have the same question to answer—asks, "How's trade?"

Conditions are not what they ought to be—we all know that. Neither will they be until we all pitch in and help to right them. Why are conditions not more favorable? There is only one answer to that? Because this country has been doing business on an abnormal basis. May I say very positively that this country is absolutely sound—safe and certainly more sane?

Over One and Three Quarter Billions Deposited In Canadian Banks

What do we find? Get this, men. At the beginning of this year there were on deposit in the saving departments of the banks of Canada (and this authentic) $1,240,807,268, and in the current accounts, $540,942,522, a total of over 1¾ billions. Surely that is enough to convince you that there is no shortage of money.

With thousands of plants fully equipped, certainly we are not lacking in ability to produce. With our mineral mines waiting to produce more, with years of new timber growth, with whole territories ready to be plowed for more production with railroads ready and decidedly better prepared, with securities unwatered and bonds more secure—and in this connection let me call your attention to the fact that the people of this country have in their possession at the present time in War Loan Bonds alone the tremendous sum of $2,008,346,950, every dollar of which can be turned into cash—think of it—with Capital and Labor closer, with the press more constructive, with the German indemnity adjusted, with the automobile industry radically improving, with the building business picking up, with all these and scores of other good and substantial reasons for a recovery from five years of inconceivable destruction, can anyone but say the outlook is indeed gratifying. Men, my suggestion to you would be to compare your business of to-day with a corresponding season just prior to the world's war and you'll have little to complain about.

To-day profiteers are profitless. Food is plentiful. Sugar is cheap. Butter, cheese and potatoes are half the price they were, and yet we kick.

Signs of Plentiful Cash

But play houses are packed. Miles and miles of automobiles are parked. Anything that amuses and pleases reaches the purse. We sure have the money. What we are really suffering from, in my humble opinion, is a lack of individual responsibility and individual effort to bring business back to where it really belongs. Business to-day demands every ounce of energy and all the physical force possible. Big business men to-day are after men with a billy goat's bunt and a bulldog's grip.

No one has any use for a lounge lizard.

Let me tell you this!

The man who looks down, thinks down and talks down, will remain down.

My advice is—Look up, think up, buck up, and you'll keep up.

Smile and say, "Business is Good." Marshall your grit and let us all yell to our shopmates, "Let's Go."

Canadian Shoes Findings Novelty Representatives

The rapid progress that has been made by the Canadian Shoes Findings Novelty Co., of Toronto and Montreal, is indicated by the expansion of their sales' staff which now has representatives in practically every territory in Canada. Toronto is covered by Mr. MacChesney; Western Ontario by Mr. C. Porter; North Western Ontario, by Mr. C. P. Thompson; Vancouver, R. Tyrrel & Co.; Southern and Northern Manitoba and Saskatchewan, Mr. A. P. Thomas and Mr. R. S. Carrick; Alberta, Mr. Geo. Hostetter; Northern Ontario, Mr. Wallace. The Montreal warehouse is under the management of Mr. Blumenthal. Sales in Quebec City and Maritime Provinces are in charge of United Sales Agencies, Reg'd., shipping through the Montreal warehouse.

One Way of Securing Employees' Interest

"The selection of our employees was mainly a stock selling campaign and a large percentage of our employees are shareholders in our company", stated retail firm with reference to their employment methods. In this way the employees were made financially interested in the success of the concern. If an employee-stockholder wishes to leave, or if he or she proves unsatisfactory to the firm for any reason, the company buys back the stock from them.

"Behold, the fool saith, 'Put not all thine eggs in the one basket,' which is but a manner of saying, 'Scatter your money and your attention'; but the wise man saith, 'Put all your eggs in the one basket and—watch that basket.'"—Mark Twain.

Hosiery Department

Facts for Buyers of Silk Hosiery

Some manufacturers advanced their prices early this year 10 to 15 per cent. These were those who computed their prices on the basis of $6 per pound for raw and had not bought in the primary market for needs beyond the manufacturing of actual orders on hand. In other words, price advance was forced on them. The larger manufacturers made up stock and are now giving their customers the benefit of their foresight—their prices remain unchanged on this Season's opening. But it is positively asserted that these stocks are not large and unless raw eases off considerably the advance in hosiery will be general. The larger houses have already instructed their travellers not to book orders for future delivery. Prices quoted are for immediate only.

Wool Hose for Fall

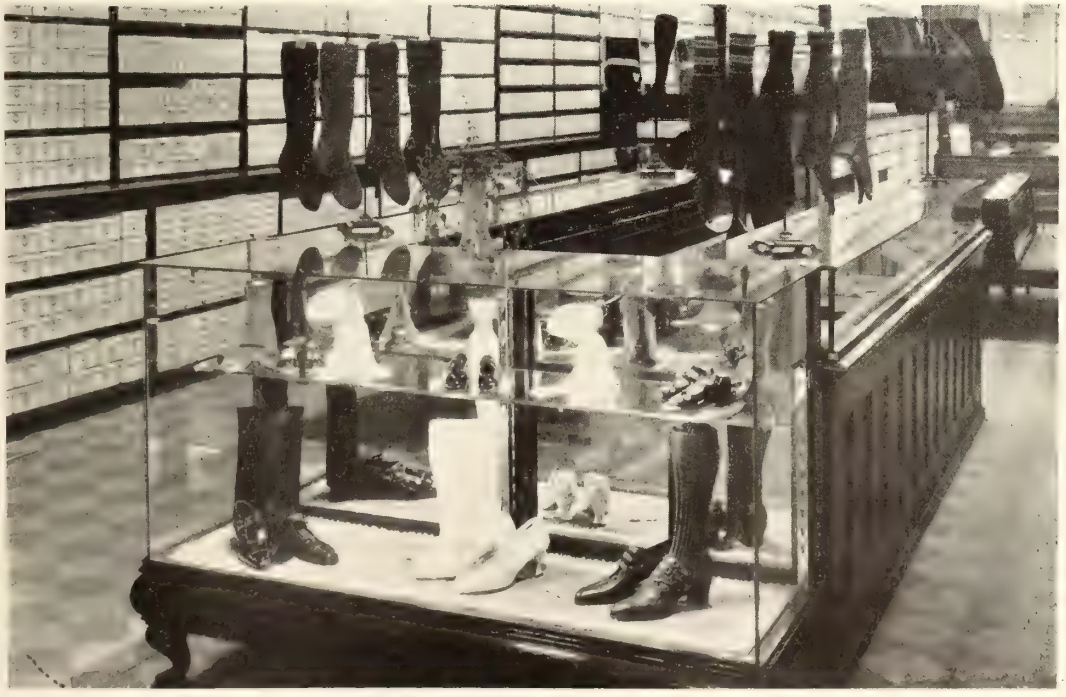
All spinners of fine counts of wool yarn in colored mixtures are sold up from four to five months, and as it requires fully six months to secure delivery of yarn it is obvious that buyers should place their orders on the travelling man's first call for Fall. Many buyers will be dissapointed when they note there has been no reduction in prices over last season, but if the U. S. manufacturers and jobbers continue to buy up English yarn hose at present rate, there seems to be every possibility of a further advance in prices, and worse than all, it makes delivei more difficult, which is another reason why the placing of orders now for Fall is a matter of supreme importance.

Some More "News"

The Perrin-Kayser people are showing another design featuring their popular Pyramid-Heel. It is a ribbed top stocking. The new line will be known as No. 10x, and made of heavier than usual silk (which will add to the wearing qualities of the hose) and is obtainable in all popular shades. The same firm are also putting out a No. 201, which is a full-fashioned thread silk hose made at their Sherbrooke mill, P. Q. It appears to compare favorably with any imported article of a similar character.

It Pays to Sell Up

It pays to sell better hosiery. It pays because the sale is bigger and because of the attendant larger net profit from the dealer's end. It pays from the consumer's end because customers always remember the garments that give them good wearing satis-



This handsome hosiery section occupies a central location in the H. & C. Blachford shoe store, Toronto. A wide range of hosiery is carried, men's, women's and children's, and the responsibility for the sales in this department is placed upon one member of the staff, a young lady. H. & C. Blachford have been selling hosiery for fifteen years in conjunction with their shoe business and have built up a large and profitable trade in this "side line."

Hosiery lends itelf to many striking display effects. Here is a striking window trim which may suggest some helpful ideas to the shoe retailer

faction and, at the same time, pride in the wearing. Customers will forget the price paid for an article but will not forget if the article has not given a certain amount of wearing and comfort satisfaction. So sell better merchandise—your shoes as well as your hosiery—sell better stock and you will sell more of it. To the retail salesmen we would also say these few words. Sell higher grade goods—it increases your sales and teaches you better salesmanship. With these two qualities you are prepared for better sales work and the greater earning power that follows increased sales efficiency.

Not "Roll It" This Season but "Rolette"

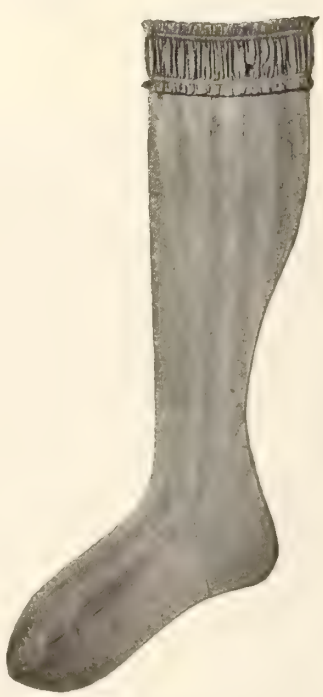
Last season's vogue of the "rolled" stocking is being reflected in the initiative of the P.K. people by introducing their new "Rolette" novelty. As far as actual usefulness is concerned we can quite appreciate "my lady fair" rolling down her hose beneath the knee in extremely hot weather—it must have cooling effects, but, with last season's short skirt lengths, we can hardly agree that it had modest effects. Excusing the immodest aspect by the simple expression of "fashionable," we observed that in many cases the fashion was ruined in appearance by the amateur rolls one could not help but notice. Possibly, in conforming to fashion's demands our dear ladies have not always the time at their disposal to present in appearance the effect desired. The introduction of the Kayser "Rolette" hosiery, however, renders imperfect portrayals of fashion's demands impossible. This novelty stays rolled up without the aid of hose supporters or even garters.

The stocking is just pulled on and the elastic garter of pure rubber with a fancy silk ruffle holds it securely in place—the garter is part of the stocking.

The construction of this stocking, also the trade mark name "Rolette" were originated and perfected by the Kayser people and are fully covered and protected by their applications now in the patent offices, both at home and in foreign countries.

The line is offered in fancy ribbed effect, as illustrated, also plain, in black, white, seal brown, suede, grey and beige shades.

Kayser "Rolette" stockings also have the added attraction of the pointed or pyramid heel, which has found such high favor among well dressed women everywhere.



The new "Rolette" design produced by the Perrin-Kayser Company.

The "Pyramid-Heel" is a feature in itself and combined in this new novelty will undoubtedly ensure the success of the "Rolette" line.

Hints from Department Store Practice

The shoe store and the department store are in keen competition in many localities. The former has the advantage of specialization, while the latter benefits through its weight of organization, volume of business, and the fact that its almost unlimited variety of merchandise creates great drawing power. If the shoe merchant finds in the department store a keen antagonist, that is all the more reason why he should study, and seek to learn something, from his antagonist's methods. In the operation of his hosiery department, he may be able to pick up some particularly good pointers.

The department store has been able, in many instances, to successfully appeal to many classes of trade. By virtue of their size they can afford to feature the most expensive goods, even if it were only for advertising purposes, and by segregating them from the cheaper lines, they draw the lady in the limousine. In their hosiery, as in other merchandise, they strive consistently to achieve newness, and novelty and exclusiveness of pattern, in order to bring these wealthy visitors to their establishment.

Planning Hosiery Sales a Year Ahead

Through their sales, they appeal to the class of trade that is immediately interested in price as well as in quality. Perhaps the average shoe merchant does not realize the extreme care with which these sales are organized. We read of one large Boston store recently which plans its hosiery sales sometimes a whole year in advance, and never with less than from three to six months preparation. On sales occasions they secure the co-operation of manufacturers in the matter of special discounts, and the company itself narrows its margin considerably so that dependable merchandise is offered at quite a reduction on the regular price. The sales are held with two objects in view, first, of course, to stimulate selling, and, secondly, to draw public attention to the hosiery department.

Advance notices of sales are sent to the finest class of trade by this company. These take the form of a personal letter which is signed by a particular saleswoman. Each saleswoman is allotted a certain list of such customers and she personally attends to their requirements. Frequently customers who receive announcement of a coming sale make a practice of giving the sales person carte blance to send out merchandise that she may judge suitable for their needs. Invariably, it is claimed, such merchandise is found to be satisfactory and a bona fide sale results. One sales person is said to have taken advance orders to the amount of $2,000 before the opening of a recent sale.

Efficient Stock Arrangement

The department in question makes use of a cabinet fixture with glass fronts as an aid to orderly stock arrangement. All the stock is carefully classified and subdivided. The main division of the hosiery is made upon the basis of type—wool, silk, lisle, etc.—this is subdivided upon the basis of price, and, last of all, according to size. Color also enters in the arrangement. It is also noted that individual salespeople are given the responsibility for the upkeep of the various sections of the stock.

The hose shown in this group was selected from the stock of an up-to-date footwear establishment and is illustrative of the range carried. Besides the women's silk and wool lines and men's socks, an excellent trade is done in boys golf hose and children's fancy socks.

Doings of the Trade in the Border Cities

The spring window displays of some of the shoe merchants of the Border Cities are a welcome relief from the clearance sale showings since the first of the year. It is at times like this that the great value of the display window can be gauged. The store front of Major George W. Wilkinson's shoe store, Ouellette Ave., Windsor, is not a pretentious one in size, but it is a very good example of the efficient use of space. There are two display windows and entrance to the store, together with an entrance to the basement repair department. The windows are of the vestibule type leading the prospective customer into the store by bringing her right to the door as she inspects the footwear on display.

The spring displays are enlivened by a temporary background composed of printed panels. These are landscape scenics, but not of the usual conventional order, partaking partly of the poster, oriental and modern art type of composition. Being light in tone they offer a good background against which the shoes displayed can be distinctly seen.

Major Wilkinson spares no expense in making his windows attractive, each low cut shoe being shown with a patent filler representing silk hose in plain, lace and striped effects. The price tickets are small triangles with the prices in small but distinct figures.

Novel Price Tickets

An attractive price marking innovation is used in the men's window. Cards about 18 by 12 inches are used. On these cards large red prices are painted by a show card writer. The top half of the card is then cut away from the figures making a very distinctive price card. Three of these, one at $5.00, one at $6.00 and another at $7.00 are used. They are set up on the floor of the window and shoes of each price are grouped in a unit around them. The whole arrangement is very attractive.

Shoe merchants visiting Windsor will do well to visit the store of Major Wilkinson for pointers on efficient arrangement of space. The store is not large in floor space, but it makes up for it in having a full basement and four upper floors. In the basement travelling goods are stocked. Here are also located the repair department and the shoe shine stands. An entrance to this department from the street is one of Major Wilkinson's hobbies. He believes in making the best of every situation, no matter how unfavorable it may be. Those acquainted with Windsor know that many people trade in the American city across the river. That is, they buy their shoes at the large stores in Detroit. But they do not get their repairing done there. To make it possible for these people to leave their repair jobs at his shop without entering his store which might prove embarrassing, the outside entrance has been provided, even at the expense of a few feet of window display space. The Major gets the profit on the repairing, even if he cannot get it on the shoes these people wear.

Getting New Customers Through the Shoe Shine Dept.

A little scheme that is working out favorably is used by Major Wilkinson in his shoe shine stand. As the customer pays the dime for the shine a slip of paper is handed out which is worth half the amount in any of the shoe departments of the store. In this way many customers are being led into the store by way of the shoe shine route. By having a popular shoe shine stand the shoe merchant can reach a large number of possible customers that would not be attracted in other ways.

A sign with the wording, "A graduate Practipedist is constantly in attendance in this department" is prominently displayed on the main floor. The graduate, W. E. D. Wild, is always at the command of the customer, not only in fitting foot appliances but in fitting shoes to the feet.

On the street floor the men's lines are located, together with the sporting goods, which this store has made a speciality of for several years with considerable profit. A Mezzanine balcony affords space for the offices at the front of the store, the children's department along the side and the cashier and parcel wrapper at the rear. The third floor accommodates the women's department. The arrangement of this department differs from most shoe departments in that there are no rows of fitting chairs down the center, but easy chairs and settees are conveniently arranged in "lounge room" style, giving the department an appearance not disimilar to that of a huge living room.

Prices this season are about half of what they were two years ago, those featured in women's welts being at $7.00, $8.00 and $9.00, while in men's welts they range a dollar less, the three prices specially featured being $5.00, $6.00 and $7.00. McKays range from $5.00 downward. Gray and black combinations are being called for with browns next in demand in women's lines, strap effects composing a large per cent of the sales. Major Wilkinson looks for a large white sports season this year. Brown low cuts will dominate sales in men's lines.

Business has been quiet during the past two months, but with the revival in industrial activity it is expected that Windsor stores will find favorable change in trade, with a return to somewhere near normal during the coming year.

Another attractive store in Windsor is that of Brown Brothers, Quellette Ave., which is easily the "show place" among shoe stores in the Border Cities. Last fall this new store was elaborately fitted up at considerable expense, showing the confidence of this firm in the future business prospects of this locality.

The store front of this establishment is spacious and of the modern vestibule type, with canopy top. The fittings are all in oak, the window back grounds being finished in French gray. The latest window fixtures are used in these windows, wooden fixtures with cane fittings in Old Ivory finish, together with plushes give life and color to the footwear display, wherein the betttr grades of shoes are shown.

It is easier to be critical than correct.—Disraeli.

The accumulated wealth of ages is ready to drop into the lap of the energetic and industrious.—Lord Leverhulme.

The prime condition of success is concentration.—Andrew Carnegie.

Before You Cut, Think

A Letter to the Editor from a Western Canadian Shoe Repairer

A glaring example of the evils of price cutting was seen recently in one of our Western Cities. A repair shop thinking to attract a little extra business advertised that for three days they would supply, and attach, rubber heels free of charge on every pair of shoes brought in for half soles.

"What's the matter with that?" you will say. "Looks like good advertising, makes people talk, and will bring crowds to the shop; besides it's putting one over the other fellow, Ha, Ha!"

But wait a minute, is it? The following day in this city another shop came out with a bigger advertisment stating that they would do the same thing for **six** days. The result was that every shop in the city was doing the same thing whether they advertised it or not. Now what have we? Why our advertising value gone and everbody getting 20% less money on every job. It is extremely unlikely that the repair shop in these days can show a profit of anywhere near 20% on the gross takings and a cut of this amount really means a loss on every job.

Look at it another way. The advertising one could do for fifteen dollars would be very limited; yet if your shop is making 20% you will have to do seventy-five dollars' worth of work at **no profit** to pay for this advertising. If you make 10% you will have to do one hundred and fifty dollars worth of work at **no profit**, as in setting the price for shoe repairing nothing is added generally to pay for advertising, and any advertising the average shoe repairer does, must be paid for out of his profits. If the repair man advertises a cut in his price he is that much the worse of, and an attempt to offset his loss by the use of inferior stock will only react against him in the long run. The shoe repair trade is passing through a very difficult period, wages, material, rent, and other overhead expenses remaining high, but the way to meet conditions is not to engage in a price war but get together, get prices down to rock bottom, and yet live, and having made a gentleman's agreement **keep it.**

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Jno. Agnew, Ltd., are making alterations to the interior of their London store.

R. M. Macfarlane, of the Breithaupt Leather Co., Kitchener, Ont., has just recently returned from four weeks' trip through the Maritime Provinces.

Mr. L. O. Breithaupt and Mr. W. W. Breithaupt recently made a two weeks' business trip to New York, Boston and Philadelphia.

G. G. Roulston has recently started covering eastern and Northern Ontario with a complete range of Tred-Rite shoes.

The whole industry will learn with regret of the death of T. H. Rieder, President of Ames-Holden-McCready, Ltd., which took place on the morning of Saturday, April 15. The late Mr. Rieder was not only one of the outstanding figures of the shoe industry, but also recognized as a leader in the wider sphere of Canadian business. He was only 43 years of age. His death was due to pneumonia.

C. R. Tillbrook, of Belleville, Ont., shoe repairer, has opened up a china and crockery store.

William Greig, of Arthur, Ont., plans building a new repair shop, in which he will establish himself as soon as complete.

E. White, of Camilla, Ont., has bought out Jas. Woods' store in Bradford, and has installed up-to-date stock.

W. A. Clarke has sold out his repair business in Toronto and settled in Newmarket, Ont.

Jas. Creech, of Chas. Tilley & Sons, reports good business with new samples.

Jno. Bishop has returned from a trip to Manitaulin Island and is on the job with M. B. Young rubbers.

Jas. Perry, of Perry & Ingraham, Peterboro, Ont., has suffered bereavement through the death of his wife.

C. Porter, of Caledonia, Ont., has sold his repair business in that town and is now representing Phillips Bros. on the road.

S. Whately, formerly of Peterboro, Ont., has gone into repair business at Lakefield.

Mr. Harden, Newmarket, Ont., has sold his repair business to Phillips of the same town.

Barlow & Bethley, shoe retailers, Orangeville, Ont., have dissolved partnership. The business will be carried on by F. Bethley.

W. G. Miller has established himself in the retail shoe business in Amherst, N. S. He has an attractive store, completely fitted and artistically decorated.

Clark Shoe Company, Limited, has been issued letters patent of incorporation. Headquarters at Galt, Ont.

O. DesRosiers, Limitee, has taken out letters patent of incorporation, with authorization to manufacture and deal in shoes.

C. N. Saba & Co., Toronto, have opened their fifth shoe store in the city, at 103-5 Yonge St.

Ottawa has an attractive new shoe store, operating under

the firm name of Marks-Gould, Limited. M. Marks and B. Gould are the partners, both being residents of Ottawa.

A sample room has been recently opened in Sherbrooke by Ames Holden McCready, Limited. Mr. A. J. Labarge is in charge of this office which is located in the Bryant Building.

The Hartt Boot & Shoe hockey team defeated the Palmer-McLellan in the final game of the Commercial League series in Fredericton, N. B., therefore winning the Chestnut trophy.

A. Langlois, Reg'd., have refitted a store on August St., Sorel, Que., and have opened up with a complete shoe stock.

The shoe business operated under the name of the Elgin Footwear Co., Aylmer, Ont., formerly owned by Chas. Winterborn, has been taken over by Mr. Geo. Sears. Mr. Sears is well-known in Aylmer and the vicinity, and has prospects of doing good business.

Letters patent of incorporation have been issued to Natural Tread Shoes of Canada, Limited, Belleville, Ont. Capital stock $1,000,000.

Rodrigue, Limitee, Quebec City, has taken out letters patent of incorporation, with authorization to carry on business as wholesale and retail shoe merchants.

The assets of the C. E. McKeen Shoe Co. are for sale by tender.

Fire occured recently in the premises of Canadian Shoe, Ltd., Winnipeg. Insured.

A. Dean, shoe dealer, Ottawa, assigned.

H. Charlebois, shoe dealer, Hull, Que., has made an offer of compromise.

Segal & Co., shoe retailers, Montreal, registered.

A. Cruikshank, shoemaker, Shoal Lake, Man., has discontinued business.

A. B. Nelson, shoe retailer, Hamilton, Ont., seeks extension.

The Taylor Shoe Co., Ottawa, has assigned.

D. & J. Goldstein, Hamilton, Ont., assigned.

Hill & Co., Ottawa, offer of compromise.

Lion Brand Shoe, Reg'd., Montreal, compromise with creditors.

United Shoe Shops, Ltd., Hamilton, Ont., assigned.

The Bootery, Montreal, has been registered by Louis Levy.

Klassey Shoe Store, Montreal, registered by Leon Shure.

Royal Shoe Hospital, Montreal, dissolved.

Service Boot Shop, Montreal registered by Philip Bernstein.

Western Ontario, Notes

Frank J. Robinson, Shoemaker, of Caledonia, Ont., recently moved to new and larger premises in order to take care of his steadily growing business.

Tackaberry and Tackaberry, of Lions Head, Ont., have dissolved partnership and the business is being carried on by J. N. Tackaberry.

Harry Card who opened for business at Langton, Ont., recently has purchased the premises he is occupying.

Bert Greer, of Glamis, Ont., has purchased the busines of L. Cunningham at Cargill.

Alvin Price, of Walsh, Ont., sustained a severe loss in an early morning fire which completely destroyed his store and dwelling. Mr. and Mrs. Price had barely time to escape and lost everything.

William Barry, who had charge of the repair department in D. C. McGregor's store at Paisley, Ont., for some time has moved to Clinton where he is going into business for himself.

Arrangements have been completed by which the businesses of C. E. Schwartz and F. R. Barber at Port Elgin, Ont., will be combined under the firm name of Barber and Schwartz and the owners plan to carry on a general store trade.

John Kithner, of Lakeside, Ont., has purchased the business of J. J. Clark at Medina.

Lester Armstrong, of Kincardine, Ont., who recently purchased the business of W. A. Bell at Pine River took possession on April 1.

William Bell has opened a dry goods and shoe store at

Patent blucher, matt top.
Hurlbut Shoe Co.

Collingwood, Ont. The interior is finished in white enamel and the counters are all in walnut finish, the color scheme throughout being most attractive.

Roy Vanslyke has opened a shoe repair shop at Luton, Ont.

George Freeman, of Mount Forest, has purchased premises and as soon as lease expires plans to open up a shoe store.

R. Benn of Wallaceburg, Ont., has opened a repair shop in the Gray Block at Port Lambton, Ont.

Carle Bros., of Aylmer, Ont., have added a rapid shoe repair department to their harness shop under the name of the Aylmer Shoe Repair and are doing a splendid busines.

G. & E. Eldon, of Kintore, Ont., have disposed of their business to B. Cook, of Ingersoll, who takes possession April 1. G. Eldon intends going to St. Marys to reside.

Ross Stewart has purchased the business of Frank B. Taylor at Belmont, Ont.

James E. Rose, for almost fifty years a shoe maker at St. Thomas, Ont., died at his home there recently after a long illness. He was 65 years old and in his younger days was widely known as one of the best fancy skaters in the province. Burial was made at Aylmer, Ont.

G. W. Partland is now calling on the shoe manufacturers and allied trades in the Toronto District for the United Shoe Machinery Co. of Canada. Mr. Partland started with U.S.M.C. at a very youthful age and, like the postage stamp, has stuck until to-day he has earned his promotion to this responsible position on the sales' staff. He was formerly calling on the repair trade, and the vacancy created by his stepping up has been filled by the promotion of M. Godbold, another young member of the U.S.M.C. staff whose enthusiasm has won for him an early opportunity to make good.

Mr. J. L. Jarvis has served his connection with the United Shoe Machinery Co. of Canada and has joined the staff of the Corson Shoe Mfg. Co., whose line he is now

Three interesting selections from the London Shoe Company's line.

carrying from Montreal to Halifax. Mr. Jarvis was with U.S.M.C. for many years, formerly at their Kitchener branch and latterly in the Montreal sales department. He was presented with a handsome club bag on the occasion of his departure, as a sincere expression of the high esteem in which he was held by his associates.

N. J. Bordeau has opened a permanent sample room in the Cosgrave Bldg., 167 Yonge St., Toronto. He represents the Galt Shoe Mfg. Co. Ltd., of Galt, Ont., and also J. S. Townsend, of Hamilton.

His many friends and acquaintances in the trade will be glad to learn that Mr. Howard Blachford, of H. & C. Blachford. Ltd., Toronto, is back again on the job, following an operation which required his confinement to bed for several weeks. "Feeling as well as ever," Mr. Blachford says.

Classic samples are on display at the Chateau Frontenac, Quebec City, W. A. Cearney, eastern representative of Getty & Scott, Ltd., being in charge.

Geo. J. Cowling has joined the travelling staff of Getty & Scott, Ltd., and is working the territory formerly covered by L. S. Walden.

Joe. Cusher has recently opened a first class shoe repair business at 689 Bathurst St., Toronto. Up-to-the-minute mechanical equipment has been installed.

Wm. Edwards, representing Getty & Scott, Ltd., has Classic samples on display at rooms 746-747 King Edward Hotel, Toronto.

Brantford, Ont., Notes

The main store of the Agnew chain of shoe stores has hit upon an effective way of moving certain lines of shoes. Each Friday, they run a good sized ad. in the local paper, and confine their efforts to one line of shoes. The first week it is boy's shoes, the second it is women's, and so on. The idea has been found exceedingly beneficial in disposing of certain lines that are slow sellers.

It is many years since J. W. Farnden opened his shoe store at 326 Colborne St. and those years have seen this business grow from a small beginning to a store of recognized importance. From the first, Mr. Farnden capitalized on the slogan, "Solid Leather Shoes" until now no one ever thinks of Farnden without linking it up with "Solid Leather Shoes."

When Mr. Farnden decided to retire from active business life, he found a ready purchaser in Mr. T. Farber, until recently in partnership with Mr. Nisher, in conducting the Brant Shoe Store. Mr. Farber, a young business man, and a comparative newcomer to the city now takes the reins, and from indications resulting from his introductory sale, this business bids fair to reach new and greater proportions.

London, Ont., Notes

Reports regarding business in London and district vary all the way from good to quiet. This applies to both the retail and manufacturing trade. Some firms report that business has been going along steadily. Most local manufacturers say there is little to complain about. Many of the retailers take the same view. People they say are buying steadily, and young people are especially active in their purchases.

Good business is reported from most of the country towns and in several instances larger sorting orders than usual are being sent in by travellers. There seems to be a general impression among the men in the trade that business is improving and that the improvement will be maintained.

Local manufacturers state that Western business shows a wide variation. In some sections it is good, in others fair and in others very quiet. Business on the Coast is reported as good, due to mining and other activity.

Children's patent ankle-straps. Hewetson Shoe Co. Ltd.

Western Ontario shoemen may be looking for a visit from Jack Cameron, any of these days with a load of new fall samples. "Jack" says that "rush-order" business has been particularly good latterly, and that he expects placing will show a big improvement on last season.

"Hill 60" is the name of a live repair shop operating at 747 Talbot St., St. Thomas, Ont. Its proprietors, Bachley & Oakes, have built up a thriving business and have recently branched out into the manufacture of shoes. At present they are devoting their efforts along this line to made-to-order shoes for boys and girls, and in the near future they intend to develop still further and cater to the women's trade. They are aiming to fit every young person in the city of St. Thomas with footwear bearing their stamp.

Revue des Styles pour le Printemps et l'Eté et Prévision de Styles d'Automne

Article Spécial Fourni au 'Footwear' par une Autorité Reconnue dans les Styles de Chaussures aux Etats-Unis

Pour la fervente de la mode, souliers style sport avec larges boucles, une bride; pour la classe des jeunes femmes, les dessins d'une bride ou sandale, representent le caractère de la situation actuelle. Le développement de la sandale a pieds-nus à l'usage des femmes sera l'une des surprises de la saison d'été. Le blanc sera plus en vogue que jamais. A l'automne la jeunesse portera des chaussures lourdes, a cuirs préssés et à grain, souliers et courroies demi-sport, avec bas de laine. Pour le groupe recherché, le noir ou les demi-couleurs, styles plus unis, effets à courroie ou sandale en majorité.

Les styles d'automne pour les hommes sont: chaussures pesantes et souliers 'oxford' en majorité. Patron 'blucher,' cuirs bien pressés et à grain, perforations, piqûres de fantaisie, oiellets de fantaisie, pointes de fantaisie, plus de nouvelles formes.

Par Hollis B. Scates
Gérant, Emerson Shoe Co., Rockland, Mass.

Un article spécial a été fourni au Footwear par M. Hollis B. Scates de la Emerson Shoe Co., Rockland, Mass., une autorité reconnue, traitant des styles de chaussures aux Etats-Unis. La discussion de la situation per M. Scates est résumée dans les paragraphes suivants:

Dans nos plus grandes villes les chaussures de sport furent plus en demande au commencement de février. Le premier modèle de sport qui parut fut la chaussure de cheval fumé (smoked horse) avec bride tan ou tablier (apron), bout uni, semelle de cuir ou de caoutchouc, talons plats ou 6/8, 7/8 et 8/8 de hauteur, bouts médiums et médiums larges. Il est encore à la vogue, mais sera probablement suivi, ce printemps et cet été, par des genres qui comprendront les suivants:

Les Styles De Sport Pour Le Printemps et L'été

Soulier d'élan couleur beige avec bride tan et bout forme ecusson (shield), ou avec garnitures rouge foncé. Soulier d'élan gris avec bride et bout en cuir verni ou cuir lissé, ou avec bout uni. Soulier de daim gris avec garnitures en cuir verni ou cuir lissé. Daim blanc, ou élan gris perle, garni de chevreau noir, gris ou tan. Tant en couleur de tan. Tout blanc—ceux-ci, bien entendu, seront les souliers populaires en juin, juillet et août. Ainsi en est-il pour les souliers.

Mais un soulier également populaire dans le genre sport, et qui obtiendra la meilleure vente pour toute la saison dans les chaussures à trépointe, sera l'escarpin avec une large bride. Ce soulier à une bride de ⅞, 1 boucle de nickel de 1 pouce, sans ardillon. Il sera perforé sur le haut de la claque, de la bride ou du cou-de-pied, et portera un bout forme ecusson (shield) ou "half-wing." Ces escarpins seront faits de cuir verni, cuir lissé, daim blanc et gris, tan, de différents cuirs, et dans des combinaisons telles que des chaussures blanches avec bout gris, bride et "backstays," gris et cuir verni, blanc et noir, etc., etc. Ce genre de chaussures est fabriqué d'apres les derniers bouts à largeur médium, style sport, talons ⅞ à 11/8 ou même 12/8, quoique plus le talon sera bas mieux la forme se maintiendra.

Les Exigences De La Classe Des Jeunes Femmes

En plus des styles ci-dessus, qui sont les styles pour la fervente les plus marqués, pour la jeune femme de 16 à 25 ans, la vente des souliers blucher est aussi très forte. La couleur du tan est preférée dans les styles demi-sport, se rangeant de la nuance rouge au tan foncé et médium. Le tan pâle n'est plus en faveur. Le chevreau noir pour les souliers circulaires est plus en vogue qu'il y a quelque temps.

La chassure de sport a été améliorée spécialement pour la fervente de la mode. On ne peut s'imaginer qu'une jeune femme ou qu'une femme d'âge moyen puisse la porter. Cette dernière achète plutôt des souliers à une bride que tout autre genre. Le cuir verni domine par une forte majorité. Les modèles à boutons et à boucles sont en vogue, et pour certains styles de souliers de satin et de cuir verni qui n'ont qu'une bride de ⅝ de largeur, les boutons sont plus eñ demande, mais sur les souliers avec une bride d'une largeur de ⅞ ou d'un pouce les boucles sont autant utilisées que les boutons. Les chaussures tournées, bien entendu, dominent dans ce genre.

Dans les meilleurs qualités, la vraie chaussure pour la vente à bonne heure dans la saison est le style sandale, qui est vu sous mille et une variations. Plusieurs ont des ouvertures sur les côtés, des taillades partant du cou-de-pied alant à la bride, et la languette française sur le devant.

Il est maintenant presque décidé que pour les premiers jours de juin le blanc prédominera, mais la réelle surprise de la saison sera le développement de la vraie sandale pour pieds-nus, à l'usage des enfants, des jeunes filles, et des dames—ayant deux courroies et des boucles, des talons carrés et très bas, bouts moyennement larges des croissants découpés sur la claque et la languette.

Et Qu'est-ce Pour L'Automne?

Les styles probables pour l'automme peuvent se résumer comme suit:

Les jeunes personnes porteront: Le tan, les talons bas, 6/8 a 10/8. Genres sport, souliers, souliers blucher, courroies demi-sport. Le distinctif, les styles décorés, les perforations, les piqûres de fantaisie.

Le groupe des jeunes femmes de la haute classe porteront: Le noir, ou les demi-couleurs, ou le noir avec nuance de couleur. Talons de toilette modérés, 12/8 a 15/8 en hauteur. Des genres unis en ce qui concerne la décoration, mais la distinction des modèles a été choisie plutôt que tout ornement superflu. Les formes et la claque plus courtes. Plus d'effets à brides et à sandales que les souliers.

Vers la mi-saison d'automne il y aura un déclin pronouncé dans la demande pour les chaussures à talons très bas, et une demande plus forte pour des chaussures d'un genre plus délicat et plus féminin, ayant des talons distinctement plus hauts de 12/8, 14/8 à 2 pouces.

Styles Des Chaussures Pour Hommes

Comme point de vue du style les chaussures de femmes ont été le centre de l'attention depuis plusieurs saisons aux Etats-Unis, mais depuis les six derniers mois les chaussures d'hommes ont certainement fait une rude bataille à celles des femmes, au pointe de vue strictement du style. Cela a stimulé le commerce de la chaussure d'homme à un degré assez marqué.

Il est plus facile de fabriquer un soulier attrayant, lorsqu'il s'agit de la décoration de l'empeigne qu'il n'en est ainsi de la chaussure haute, alors les souliers d'hommes se vendent plus que les chaussures hautes et les meilleurs connaisseurs croient qu'ils seront encore d'une meilleure vente l'automme prochain que l'an dernier.

Les cuirs de couleur tan se vendent encore dans une proportion de 4 à 1 plutôt que le noir. Il y a un éloignement plus pronouncé pour la couleur brun chocolat—les riches nuances médiums ainsi que les nuances de rouges tiennent encore la première place dans les genres populaires. Plus la qualité des chaussures est supérieure plus la nuance tannée offerte par les fabricants est pâle. Pour le printemps les cuirs pressés (boarded) seront populaires, quoique les nuances tannées unies prédominent. Les cuirs pressés rouges et bruns seront considérés comme étant les cuirs les plus nouveaux.

Une Ere De Styles De Fantaisie

C'est une ère de chaussures de fantaisie pour les hommes. Non seulement le modèle brogue avec des perforations partout ou il est possible d'en faire, mais aussi des modèles de fantaisie avec bouts carrés (square throats) bouts "wing," des balmorals genre quartier entier (whole quarter), les souliers ayant une variété de courbes sur la claque, sont frequents. Les semelles pour les chaussures d'hommes deviennent plus larges.

Mais le mieux de tout pour le jeune homme, à l'heure actuelle, et pour la prochaine saison est le soulier blucher. Ceux-ci sont faits dans des patrons à claque "stag" à ligne régulière. Le dessin "raglan" ou forme d'oreille (sloping eared) ou le modèle à bout carré toujours employé par l'homme pratique (custom man) dans les meilleurs dessins pratiques.

Les pointes sont droites, genre écusson (shield) et demi-aile (half wing) et quelques ailes (wings) entières sont visibles, mais pas autant qu'auparavant. Dans les genres populaires les empeignes sont perforées ou piquées, tandis que dans les lignes supérieures, les chaussures sont plus unies en ce qui concerne l'ajustment de l'empeigne.

Les cuirs pressés et à grain sont de grande mode pour l'automne. Les couleurs sont tans foncés, bruns pâles et rouges rédiums avec beaucoup de brillant dans la couleur. Dans les chaussures à grain épais il y a beaucoup de noirs. Les grains écossais sont échantillonnés plus légèrement que l'automne dernier.

Les talons sont bas et larges, ou légèrement bridés.

Un résumé des styles d'automne pour les hommes demontre: Beaucoup de souliers, plusieurs modèles blucher. Les cuirs pressés et à grain prédominent. Chaussures plus pesantes, empeignes, semelles et le travail du fond de la chaussure (bottom work) bords plus larges talons plus larges aussi mais plus bas, coutures fortes et piqûres ("pricking") passées à la roue (wheeling).

Dans les styles les plus populaires beaucoup de perforations et de piqûres sur les empeignes; empeignes unies pour les chaussures de meilleure qualité. Piqûre de fantaisie et de couleur contrastant avec empeignes. Oillets oblongs, carrés, ou de fantaisie, quelques bouts mous, mais pas autant qu'avant. Plus d'agrafes sur les chaussures. Bouts de fantaisie. Perforations au centre de la pointe des chaussures de fantaisie, mais pas autant qu' autrefois.

Il y a un intérêt assez prononcé pour le cuir verni, du au fait que les chaussures de rue sont si pesantes qu' elles sont inconvenables pour la demi-toilette, et il semble que plusieurs hommes se serviront d'une chaussure de cuir verni.

L'Exposition de Chaussures Fabriquées au Canada à l'Exposition Nationale Canadienne

Au nom des compagnies membres qui desirent participer a l'exposition de chaussures fabriquees au Canada a l'Exposition Nationale Canadienne, du 26 aout au 9 septembre 1922, l'Association des Manufacturiers de Chaussures du Canada a fait des arrangements preliminaires et tentatifs a ce sujet. L'an dernier il y eut plus d'un million d'admissions payees a l'exposition et le bureau de direction s'attend d'avoir 1,250,000 personnes cette annee. Ceci fournit une occasion exceptionelle de donner bonne impression au public sur les meilleures qualites des chaussures fabriquees au Canada.

L'Association a obtenu le choix d'un certain espace dans l'aile ouest de la nouvelle arene, qui se diviserait en 30 sections de 10 pieds carres, le long des quatre cotes d'un vaste puits de lumiere. L'arene est pres de l'entree est, et comme il est le principal et nouvel edifice sur le terrain, cette annee il est certain d'attirer la foule. Ceux avec qui le plan a ete discute considerent l'espace comme etant excellent pour une exposition de chaussures. D'autres objects rares et attrayants seront exposes dans le meme edifice.

Un etalage ouvert est projete, afin que le public puisse voir l'exposition entiere, qui sera sous les auspices de cette Association. Le but sera d'exposer les echantillons de tous les meilleurs genres de chaussures fabriquees par les manufacturiers canadiens et il est preferable que cette exposition soit la meilleure representation de toutes les branches de l'industrie de la chaussure. Les sections seront divisees par des barrieres, et chaque section sera munie d'une table, 3′ x 6′, avec deux chaises probablement, un electrolier puissant sera place audessus de chaque section. On a pense qu'il serait desirable d'avoir l'uniformite autant que possible, dans l'equipement, les enseignes, etc., et il est suggere que les chaussures d'hommes, de femmes et d'enfants ne soient pas exhibees dans une seule section . Un membre peut choisir la ligne qu'il est anxieux de faire connaitre du public, ou demande peut etre faite par aucun membre pour une ou plusieurs sections, et celles-ci seront certainement accordees si cela est possible. Il est entendu qu'un nombre des industries connexes auront des objets exposes dans des espaces vis-a-vis de l'exposition de chaussures.

L'Association a suffisamment de demandes en main pour lui assurer un succès complet.

Ceux qui se confient à la chance, sont heureux d'être confiés.

Renvoyer l'exécution d'un but à celui qui le désapprouve est de n'employer que le tiers de cet homme.

Apprenez à vous décider promptement. Vous ne devez pas remettre au lendemain ce que vous pouvez faire aujourd' hui.

Le Probleme Du Crédit dans L' Industrie De La Chaussure

PAR S. ROY WEAVER, M.A.

Gerant, L'Association des Manufacturiers de Chaussures du Canada et L'Association des Marchands de Chaussures en Gros du Canada.

Ceci est l'abrégé d'un article publié en anglais dans ce même journal.

Certaines méthodes commerciales plus saines, plus saines, plus économiques et plus profitables peuvent surgir des difficultés de la période anormale actuelle des affaires. Dans toutes les branches commerciales la où une concurrence prononcée domine, la tendance a été d'introduire et, après l'introduction, de perpétuer des conditions non-désirables qui ne sont d'aucun bénéfice a qui que ce soit, mais sont trop souvent malsaines et, dans plusieurs cas, excessivement dispendieuses. Il en a été ainsi dans le commerce de la chaussure.

Au plus fort de la concurrence, les manufacturiers et les grossistes n'ont pas toujours exercé toute la prudence que la protection de leurs intérêts exigeait en faisant des recherches sur les conditions financières des clients ou en limitant tout crédit à une somme quelconque, qui en même temps serait juste au commerce du client et sûre pour le vendeur Nombreux sont les manufacturiers et les grossistes qui ont su proprement sauve-garder le crédit comme considération secondaire à l'amoncellement de ventes. Des difficultés récentes ont démontré les dangers d'une telle politique. Les manufacturiers, par l'entremise de l'Association des Manufacturiers de Chaussures du Canada, ont étudié le problème du crédit et le reconnaisse maintenant comme étant peut-être à l'heure actuelle, le plus important problème confrontant l' industrie. Conséquemment, les départements du crédit du commerce de la chaussure recoivent un peu plus d'attention qu'ils méritent et le principal intérêt les manufacturiers de chaussures et des grossistes n' est pas de savoir comment se procurer des commandes, mais comment s'assurer un commerce satisfaisant, et savoir "à qui vendre." Plusieurs compagnies qui ne sont que modérément occupées pourraient travailler en sus, si elles n' exercaient pas une enquête aussi sévère qu'il n'en était le cas il y a quelques années.

Un crédit facile en realité était une prime sur l'inéfficacizé et même sur la déshonnêteté. En effet il y a certaines circonstances ou un marchand, quoique capable et honnete, se trouve dans l'impossibilité de rencontrer ses obligations Mais il ne doit pas être dénié que les pertes causées par de mauvaises dettes, par résultat en partie du manque d' exactitude en accordant un crédit, ont imposé un lourd et injuste fardeau aux marchands qui ont toujours été prompts dans le règlement de leurs obligations. Le marchand honnête et capable opère d'après certaines dépenses, —ainsi en ayant une assurance convenable—qu'un marchand moins soigneux éviterait en partie ou en entier. Les détaillants prétendent que la récente augmentation de 20 pour cent dans les taux d'assurance sur les réserves de chaussures au détail est attribuée indirectement et en partie au manque de discernement des manufacturiers ou grossistes en accordant un crédit —que le détaillant honnête est puni a cause des marchands malhonnêtes et peu soigneux qui ont été financés par quelques manufacturiers et certains grossistes—Et, alors, le commerce légitime est confronté avec une injuste et décourageante concurrence des ventes de réserves de banqueroute, a chaque période de dépression, qui résulte principalement en des lourdes pertes commerciales, quoique n' étant pas exclusivement parmi les marchands peu financés, ou irresponsables et incapables. Les faiblesses dans les pratiques du crédit qui se sont développées depuis une longue période d'années ne seront probablement pas abandonnées du jour au lendemain, mais les pertes occasionnées par de mauvais comptes durant les quelques dernières années ont été suffisamment lourdes pour convaincre le commerce qu'une politique de crédit plus prudente est obligatoire, et qu'il est préférable parfois, pour un manufacturier ou un grossiste de chaussures, de perdre une commande plûtot que d'en remplir une et d'être incapable d'en recevoir le paiement. Le marchand honnête et prudent, qui est suffisamment financé et qui paye regulièrement ses comptes et traite justement et franchement avec ses fournisseurs, doit s'attendre à une plus haute marge de protection contre la concurrence de commerçants moins responsables et moins scrupuleux.

Comme notre système de financer l'industrie et le commerce s'est développé, les manufacturiers et les grossistes se tournent vers les banques pour l'aide nécessaire à financer la production courante. Les détaillants de chaussures empruntent directement aussi des banques, mais jusqu'au plus haut point ils sont endossés par leurs fournisseurs qui leur accordent deux mois ou plus pour payer leurs marchandises et quelquefois ils leur donnent une longue échéance sur leurs factures. Dans certains cas des termes de 3 à 6 mois ont été accordés. Comme règle générale les banques sont excessivement prudentes en accordant un crédit et jusqu'a un point toujours croissant les manufacturiers et les grossistes de chaussures réalisent maintenant qu'ils doivent exercer une prudence semblable et avoir un bon discernement en aidant à financer le commerce de détail. Il est à espérer que la grande majorité des détaillants de chaussures apprécieront qu'une telle politique, au lieu d'impliquer une peine, leur sera une forte protection et qu'ils coopéreront avec les manufacturiers et les marchands en gros autant qu'il leur sera possible.

Les manufacturiers et les grossistes, lorsqu'ils empruntent des banques, sont requis de fournir tous les détails essentiels de leur commerce, et les détaillants ne devraient pas refuser de donner toute information qui permettrait à leurs fournisseurs de juger intelligemment si un crédit doit être accordé et pour quelle somme. En plus du compte-rendu régulier de l'actif et du passif, le manufacturier et le grossiste ont le droit de savoir le montant et le caractère de l'assurance porte et d'exiger que toute nouvelle réserve soit suffisamment protégée par l'assurance. Tout en se rapportant à cette question il devrait être rappelé que l'Association des Manufacturiers de Chaussures du Canada à déjá exprimé les dangers des contrats d'assurance contenant la clause "co-assurance", à moins que l'assurance soit ajustée a des périodes régulières et fréquentes, d'après la base de la valeur de remplacement de la réserve en main. Dans le cas d'un commerce dirigé par une personne ou une société, à responsabilité illimitée, le vendeur a le droit de savoir s'il y a des recettes autres que celles du commerce même et aussi si l'acheteur ou les acheteurs ont d'autres obligations qui pourraient devenir une charge sur la réserve et l'ameublement.

Nuls n'osent prétendre que le détaillant devrait être choisi comme le mieux qualifié pour juger le besoin de son

commerce, mais lorsqu'il fait un achat, autrement que payable à la livraison, il devrait s'attendre à convaincre le manufacturier et le grossiste que sa réserve n'est pas trop élevée et que les marchandises ordonnées sont réellement nécessaires. En général, les réserves de chaussures sont anormalement basses à l'heure actuelle, mais parfois l'on constatera qu'un détaillant à une réserve plus forte que ses besoins actuels. A plusieurs reprises, les manufacturiers et les grossistes ont interpellé le jugement des détaillants placant certaines commandes, soit à l'égard de la quantité ou des lignes ordonnées, et ont suggéré certains changements dans les commandes. Il n'y a pas eu l'ombre d'une action arbitraire dans ces cas, et les détaillants ont apprécié la manière dont cette question a été traitée par eux.

Il n'est pas praticable de citer des règles concernant l'étendue du crédit ou même d'essayer de le faire. La personalité, l'habileté et la connaissance commerciale de l'acheteur continueront à influencer le vendeur dans plusieurs cas plus que des comptes-rendus de l'actif et du passif, quoique ces derniers reflètent ordinairement l'élément humain et l'habileté personnelle ou l'inéfficacité de l'acheteur. Pas plus qu'il est praticable de prescrire des règlements pour financer efficacement tout compte de grossiste ou de détaillant de chaussures. Mais il y a certains principes qui gouvernent généralement. Les commerçants qui observent ces principes, qui sont suffisamment financés et qui conduisent leurs affaires financières avec prudence et sagesse, qui reconnaissent et respectent les droits des créanciers et qui sont justes envers leurs fournisseurs en toutes circonstances, trouveront que cette politique saura produire des résultats meilleurs que par le passé. Leurs justes relations seront appreciées et le réciproque leur sera rendu. En plus ils peuvent s'attendre à toute protection, et ils ont le droit de s'attendre à la recevoir, de préférence à tout concurrent irresponsable, ou de moeurs faciles, et même contre tout marchand honnête, bien intentionné, mais incapable, qui trop de fois auparavant a tenté de commercer sans capital suffisant, autre que celui fourni par les manufacturiers et les grossistes sous forme de crédit dans les achats.

Les Détaillants de Montréal Donnent Un Grand Diner

Discours Remarquables sur les Perspectives Commerciales—La Première Réunion a Obtenu Une Approbation si Enthousiaste qu'elle Deviendra peut-être un Evènement Régulier.

L'Association des Marchands de Détail de Montréal, Section de la Chaussure, a donné à l'hôtel Viger le 9 mars un dîner qui fut couronné de succès; plus de 200 commerçants de chaussures de détail y assistèrent. Le président de la soirée fut M. Louis Adelstein, président de la section, et le comité en charge des arrangements était composé de MM. A. Daoust, A. de Montigny, M. Gold, E. J. Laurendeau, J. Beaudin, C. R. LaSalle, T. Dussault, A. LaSalle, Geo. Gales, H. Gibbins, R. H. MacLean, S. E. Wygant et A. E. Jones.

Trois orateurs portèrent la parole, et recommandèrent à l'auditoire un avis sage et des suggestions commerciales pratiques. Les orateurs étaient M. F. W. Stewart, ex-président de l'Association des Manufacturiers Canadiens, l'échevin Gareau, propriétaire du magasin à rayons Mont-Royal, et M. C. R. LaSalle, le commerçant de chaussures bien connu.

M. Adelstein, le président, commençant les débats, donna un bref exposé du travail fait par l'Association et demanda l'appui du commerce pour la continuation de leurs efforts. L'intérêt porté dans cette réunion lui semblait tel qu'il déclara être possible et désirable de tenir des réunions semblables à chaque trimestre. M. Stewart, le premier orateur de la soirée, fut alors prié de faire son discours, qui eut pour sujet "La manière de vendre dans les conditions actuelles."

M. Stewart dit alors que:

La diminution des ventes, les dépenses générales assez élevées, le manque de stabilité dans les valeurs, l'incertitude des prix et l'attitude du public envers les détaillants et les manufacturiers, étaient principalement les facteurs responsables des problèmes actuels du commerce. Ils doivent être affronté avec une énergie infatigable et un soin minutieux, qui approfondira tous les détails du commerce, dans le but d'augmenter les ventes et de diminuer les dépenses.

La dernière question, celle de réduire les dépenses, ne démontra pas l'indice d'une solution. Le plus fort optimiste même ne pouvait s'attendre à beaucoup pour l'avenir en ce qui concernait la diminution des loyers, des salaires, ou des taux moins élevés de publicité. Un marchand pourrait, bien entendu, réduire ses dépenses d'annonces en les retranchant tout à fait, mais il aurait alors à faire face à une plus faible demande dans son magasin. Quelques légers changements pourraient se faire sentir dans les taxes, la lumière, le charbon, l'assurance et autres item, mais le pourcentage total de la diminution serait insignifiant.

L'unique salut consiste en une efficacité plus grande, une élimination des pertes, de meilleurs achats, de meilleurs ventes. Faire de meilleurs achats veut dire le choix des grandeurs et des styles absolument essentiels, et la possession des meilleures valeurs que le marché pourrait offrir. Une efficacité plus grande demanderait un travail plus énergique de la part des commis-vendeurs, et un effort qui produirait deux ventes au lieu d'une seule faite à l'ordinaire. La politesse, la courtoisie, une suggestion dans la vente, l'enthousiasme doivent être cultivés—tous ces moyens étant des facteurs puissants pour stimuler le commerce, et les commis-vendeurs devraient tous être entièrement convaincus de leur valeur.

L'orateur donna aussi ce conseil. Assurez-vous de la production de vos commis-vendeurs, sachez le nombre de ventes faites par chaque personne, aussi bien que le montant de dollars et de sous. Il peut arriver, parfois, qu'un vendeur s'occupant de la section des marchandises à bas prix rapporte le plus grand nombre de ventes ainsi que le plus gros volume d'affaires.

Les autres points discutés par M. Stewart furent l'avantage d'avoir de la marchandise portant la marque "Fait au Canada," la nécessité de savoir comment calculer exactement les bénéfices. Le commerçant devrait poursuivre les bénéfices et non les ventes, dit il. Le volume du chiffre d'affaires n'a pas aidé si les dépenses ont été plus fortes que la différence entre le prix de la facture et le montant reçu par le détaillant.

Résumant les qualifications d'un bon vendeur, M. Stewart

dit qu'il doit etre diplomate, qu'il doit s'entourer d'une atmosphère personnelle qui lui assurera la confiance des clients, et de tout le magasin, qu'il doit être prêt à envisager les conditions actuelles telles qu'il les trouvent, qu'il doit avoir foi en lui-même, en sa compagnie, et en ses marchandises.

Le Succès Dans Les Affaires

L'échevin Gareau parla du "Succès dans les affaires". Il traita de ce sujet depuis son début, en citant le jeune hommee qui commence sa carrière dans les affaires comme l'employé d'un autre. L'essentiel du succès du commis est la sobriété, le dévouement au travail et doit être disposé à accepter les suggestions et les avis de ceux qui ont plus d'expérience Ceci est le sentier de la connaissance qui lui permettra de faire le commerce à son compte. Ayant eu l'expérience nécessaire, un gros capital n'est pas essentiel au début. Plus d'un homme qui commença avec quelques centaines de dollars, a établi une grande institution commerciale à force de persévérance, et d'intense application.

Une Précaution Sage

Ne soyez pas trop anxieux de goûter les fruits de votre entreprise dit l'orateur. Ceci, déclara-t-il, fut la pierre d'achoppement qui fit tomber plusieurs jeunes hommes d'affaires. La réjouissance inaccoutumée de se voir les propriétaires d'organisations payantes leur montait à la tête et ils se jetaient fréquemment à des dépenses qu'ils ne pouvaient se permettre. La spéculation hasardeuse était encore un autre piège où ils se faisaient prendre dans leur ambition pour devenir riche plus vite. Ces attentats aveugles d'acquerrir des richesses sans travailler ont toujours été malheureux. La poursuite constante de leur propre commerce etait sûre, a la longue, de leur donner des résultats beaucoup plus satisfaisants.

Une Message du Président Stephens au Commerce Détaillant de la Chaussure Concernant les Projets et les Activités de la N. S. R. A.

La question a été souvent posée au sujet des associations commerciales pour savoir si elles sont d'un grand bénéfice aux industries qu'elles représentent. Je considère qu'il n'y a qu'une reponse à cette question, et c'est celle-ci, qu' elles sont d'un avantage, quoique ce soit considéré comme à peine apparent par certaines branches du commerce.

Tout d'abord il y a le fait bien connu que les membres appartenant à ces associations ont des sentiments fraternels pour chacun d'entre eux. Lorsque l'occasion se présente ils ont l'heureux sentiment de savoir qu'ils peuvent demander l'aide de l'executif ou son avis, où ils peuvent porter des plaintes ou des griefs concernant les conditions commerciales. C'est pour ces raisons et pour plusieurs autres que la "National Shoe Retailers' Association of Canada" existe aujourd'hui.

Traitant Des Sujets Essentiels

Quelques uns de nos membres peuvent quelquefois se demander ce que nous faisons et la raison qu'ils ne reçoivent pas souvent de nos nouvelles. La réponse à cette question est que nous ne pouvons pas exiger un travail inutile par l'Association. Rappelez-vous que chaque membre de l'éxécutif est occupé à ses affaires personnelles et aucuns d'eux n'ont le temps de consacrer sans cesse toutes leurs énergies pour le travail de l'Association, comme nos membres le comprendront sans doute. Mais laissez-moi vous expliquer que nous nous réunissons a différentes intervalles (et parfois a grand sacrifice) et que nous discutons alors les besoins et les exigences du commerce.

Rappelez vous aussi que notre éxécutif est dispersé par tout le Canada et cela demande du temps et de l'argent pour les faire rencontrer afin de discuter nos affaires; alors nous devons nous assurer que les sujets à étudier sont d'une importance capitale avant de convoquer des assemblées.

Une Question D'à Propos

Il y a quelques semaines seulement, nous avons discuté, à une de nos réunions, une question de grande importance pour le commerce, a savoir: La demande aux compagnies de caoutchouc, d'accorder un délai pour le paiement des commandes de claques jusqu'en décembre, et jusqu'en juin pour le paiement des articles de tennis. Nous avons employé tous les arguments possibles à ce sujet, mais toute considération, de la part de l'Association de Caoutchouc, nous fut nettement réfusée. Cependant, cela ne nous décourage pas, car nous avons l'intention de présenter de nouveau notre requête. Je ne vous cite cet exemple que pour vous démontrer ce que nous essayons de faire constamment pour le commerce. A l'heure actuelle, nous avons devant nous un assez grand nombre de questions qui seront présentées à notre prochaine assemblée et si nous considérons qu'elles seraient utiles aux intérêts du commerce, nous les publierons.

Les Changements Possibles

Il n'y a pas de doute que le temps approché ou il sera nécessaire de faire quelques changements dans notre organisation, mais que seront-ils au juste, il est maintenant trop tot pour les énumérer. Cependant, nous pouvons vous dire que tout ce qui sera fait, sera dans les meilleurs intérêts de la "National Shoe Retailers' Association of Canada."

Il y a une occasion que sans doute nous intéresse plus que d'autres, dans notre Association, c'est le congrés annuel. A ce temps là, les membres se rencontrent et font connaissance, assistent aux réunions et entendent des discours qui les aident dans leurs affaires, et ainsi ils se sentent heureux d'appartenir à une Association qui fait quelque chose pour eux et pour le commerce en général. Le prochain congrès sera d'un plus grand succès encore. Je dois déclarer que le temps de notre assemblée annuelle sera retardée à février 1923, mais il est trop tôt pour décider qu'elle sera la date exacte, mais je puis assurer chaque membre du commerce de la chaussure, que ce sera la meilleure assemblée qui se soit tenue par le commerce, et qu'elle saura porter profit à chaque personne employée dans la chaussure qui y assistera, peu importe à quelle distance elle se trouve de l'endroit projeté pour le congrés. Notre expérience acquise dans les réunions passées, et nos observations dans celles tenues aux Etats-Unis seront d'un grand bénéfice en nous aidant à faire quelquechose de bien.

En terminant, j'aime à vous dire que nous sommes au service du commerce entier de la chaussure au Canada. Si vous avez des griefs ou des plaintes à porter, nous serions heureux de les entendre, et il n'y a aucun doute que le temps viendra ou nous aurons a défendre nos droits. Je fais allusion aux impôts et aux changements du tarif. Il y aura surement de nouvelles législations concernant ces sujets et la "National Shoe Retailers' Association" devra voir à ce que le commerce soit traité avec justice.

QUELQUES IDEES FRANCAISES

Quelques illustrations de la mode parisienne par "Le Franc-Parleur Parisien".
Prene connaissance de la longueur de la claque

Une Importante Décision Judicaire

Jugement Concernant le Droit de la Part du Commerçant de Refuser la Réception de Marchandises Ordonnées

Un jugement récent du tribunal dans une cause instituée par un des manufacturiers de chaussures canadiens contre un détaillant est d'un intérêt général et les manufacturiers le considère comme un précédent, qui sans doute aura un aspect important sur d'autres malentendus à l'égard de l'annulation de commandes et le retour de marchandises. Vu l'importance et l'intérêt de cette décision, l'Association des Manufacturiers de Chaussures du Canada a cru bon d'envoyer un rapport complet de cette cause à tous ses membres. Les circonstances furent les suivantes:

Un voyageur représentant le manufacturier s'assura une commande pour expédition le ler février 1920. La commande fut prise comme à l'ordinaire mais ne fut pas signée par l'acheteur. Comme résultat des troubles ouvriers, etc., à ce temps là les chaussures furent expédiées 20 jours après la date specifiée et n'arrivèrent à destination que vers la fin de février. Bientôt après la réception des marchandises l'acheteur écrivait au manufacturier l'avisant que les chaussures leur seraient retournées, prétendant qu'elles n' étaient pas conformes à l'echantillon, et mentionnant aussi que l'acheteur avait suffisamment de ces lignes en magasin. Le vendeur répondit le 8 mars qu'a moins que l'acheteur fasse remise du montant de transport une action serait prise sur réception des marchandises.

Lorsque les chaussures arrivèrent au premier point de départ, frais à collector, le vendeur apprit que l'expédition n'était pas en bon ordre et refusa alors les marchandises. Le 15 mars le manufacturier écrivait annulant l'offre du 8 mars et demandant un règlement immédiat. Plus tard au mois de mars le vendeur fit traite sur l'acheteur pour le montant du compte, mais la traite fut retournée comme non-acceptée. Alors, le manufacturier placa cette affaire entre les mains d'un avocat, qui le 19 avril désavoua l'annulation et réclama un règlement pour le plein montant. L'acheteur, plus tard, fit une remise du montant du transport à l'agent du chemin de fer au premier point de transport, et la défense fut basée en partie d'après la réclamation que le manufacturier avait consenti au retour de l'expédition et que la condition, à sàvoir le règlement du transport, avait été remplie.

Apres le témoignage concernant l'examen de découverte, le juge demanda au manufacturier de retourner l'expédition originale afin qu'll puisse comparer les marchandises avec l'échantillon. Le demandeur refusa de se conformer, prétendant que les marchandises appartenaient à l'acheteur.

Voici le résumé de cette cause:

1. Les marchandises furent ordonnées du manufacturier et la formule de commande ne portait aucune signature, quoique le montant était audesses de $40.

2. Les marchandises furent fabriquées conformément à la commande, et furent expédiées dans un temps raisonnable (quoique 20 jours après le temps spécifié).

3. Le vendeur indiqua son consentement à reprendre l'expédition à condition que l'acheteur paye le transport, mais retire cette offre avant que l'acheteur l'accepte.

4. L'acheteur refuse d'accepter livraison et fait une réclamation pour annulation, prétendant que les marchandises ne sont pas conformes a l'échantillon.

5. Le tribunal trouve le client en défaut et donne un jugement en faveur du manufacturier pour la réclamation originale, plus les frais.

L'acheteur qui essaya d'annuler cette commande fut requis de payer le plein montant de la facture, approximativement les deuxtiers des frais judiciaires du demandeur, tous les frais du défendeur, les frais pour 18 mois d'emmagasinage à l'entrepot du chemin de fer, les frais de trois transports. Ces item ont plus que redoublé le montant original de la facture.

Vendez-Vous La Chaussure Athletique?

Par M. Louis Daoust

Il y aura, durant l'été une très grande demande de chaussures dites de "Sport," non seulement pour porter sur la rue, mais aussi pour le genre de chaussures fabriquées pour les différents jeux. Nous sommes à un temps où l'athlétisme occupe nos moments de loisirs. Vous remarquerez avec moi le Ski, cet hiver a été des plus patronisé aussi bien chez l'homme que chez la femme. Tous les jeux d'athlétisme sont des plus encouragés, par le concours que l' on y apporte soit par la participation au jeu, ou encore en assistant aux différentes joutes.

Comme chaque "Sport" demande une chaussure spéciale, pourquoi le détaillant ne profiterait-il pas de cette aubaine, pour installer dans son magasin un département de chaussures dites de "Sport," donnant au client le même service et la même attention que pour la chaussure ordinaire, avoir en charge de ce département une personne qui s'y connaîtrait en fait de sport, qui pourrait donner satisfaction au consommateur en lui vendant la bonne chaussure, et ceci rapporterait un joli bénéfice à la fin de l'année; aussi bien que pendant les saisons où le commerce sur la chaussure ordinaire est tranquille, la chaussure de sport se vend, car il y a un sport pour chaque saison, et un genre de chaussure pour chaque sport.

Ainsi la chaussure de ski se vend dès la première neige et jusqu'aux Fêtes. Aussitôt l'hiver arrivé, la glace est prise, on forme des clubs de hockey et le patinage bat son plein; au printemps, le golf, sport qui devient de plus en plus populaire. N'y a-t-il pas dans votre ville un club de balle-au-but (baseball), fut-il professionnel, amateur ou de la ligue des "lots vacants"? Ne remarquez-vous pas que la majorité des joueurs sont des jeunes gens des plus populaires? N'est-ce pas important de cultiver leur amitié afin de vous les attirer comme clients, en leur vendant leurs chaussures de sport. Si vous leur vendez ces chaussures vous êtes assurés qu'ils prendront chez vous toutes leurs autres

Une sandale d'enfant
Hurlbut Shoe Company

chaussures. L'automne, le "football" le "rugby" etc., demandent aussi une chaussure spéciale.

Pourquoi le marchand de chaussures installé pour répondre à la demande de tout ce qui se rapporte à la chaussure a-t-il négligé ce commerce et a permis aux dévôts des différents sports, d'aller se chausser chez le marchand de ferronnerie, le pharmacien ou le marchand de bric-à-brac. Quelques manufacturiers de chaussures athlétiques rapportent qu'un très petit pourcentage de leur production va chez le marchand de chaussures, la grande partie est vendue au marchand de fer. Le bénéfice sur la vente de cette marchandise doit être assez bon, car le marchand de fer ne s'en occuperait pas.

Le capital que ce département demanderait est très minime, car chaque sport ayant une différente saison, le stock n'a pas besoin d'être considérable at l'argent placé tournerait très vite. Il serait peut-être bon si vous examiniez près de chez vous, et voir qui vend ces chaussures de sport, vous pourrez vous convaincre que le commerce est très prospère surtout s'il est conduit par une personne pratique ou un fervent du sport.

Le marchand que ne vend pas de chaussures athlétiques—ce genre de chaussures pour les différents sports—laisse passer une bonne aubaine.

Les Perspectives pour l'Année 1922

Les Canadiens ont maintes raisons d'être optimistes—Argent en abondance—Près de deux billions de dépôts en banque — Les prix ont diminués — Un besoin pressant d'effort individuel

PAR WARREN T. FEGAN

Les conditions ne sont pas ce qu'elles devraient être—nous savons tous cela. Et il en sera ainsi tant que nous n'aurons pas prêter main-forte afin de les corriger. Pourquoi les conditions ne sont-elles pas plus favorables? Il n'y a qu'une reponse à cette question. Parce que ce pays à fait le commerce d'après une base anormale. Puis—je vous assurer définitivement que ce pays est absolument sincère—sûr et certainement plus sain.

Que trouvons-nous? Prenez note des remarques suivantes, messieurs. Il y avait, au commencement de l'année, $1,240,807,268 de depots dans les départements d'épargne des banques canadiennes, et, dans les comptes courants, $540,942,522, soit une somme totale de 1¾ billions. Ces chiffres sauront surement vous convaincre qu'il n'y a pas de pénurie d'argent.

Certainement nous ne sommes pas incapables de produire, surtout avec nos milliers de fabriques si bien outillées. Avec nos mines de minéraux qui peuvent produire encore plus, le développement de nos nouvelles forêts, nos territoires entiers en état d'être labourés pour une production plus elevée, avec nos chemins de fer prets et beaucoup mieux disposés, avec des sécurités inaltérées et des obligations plus sûres—et à ce sujet laissez moi attirer votre attention au fait que le peuple dans ce pays possède, à l'heure actuelle, des obligations d'emprunts de guerre pour la somme d'environ $2,008,346,950 —chaque dollar peut être converti au comptant—pensez-y bien —avec le capital et l'ouvrier plus rapprochés, la presse plus constructive, l'indemnité allemande rajustée, l'industrie de l'automobile s'améliorant essentiellement, l'augmentation de la construction—toutes ces causes ainsi que de centaines d'autres bonnes raisons substantielles pour le recouvrement de cinq annees de destruction inconcevable. Est-ce que quelqu'un peut dire que la perspective est en effet non moins encourageante? Ma suggestion messieurs, est de vous demander de comparer votre commerce d'aujourd'hui à une saison correspondante d'avant la guerre, et vous aurez tres peu à vous plaindre.

Les profiteurs aujourd'hui sont sans bénéfices. Les provisions sont abondantes. Le sucre est bon marché. Le beurre, le fromage et les pommes de terre sont a moitié prix avec autrefois, et encore nous nous plaignons.

Toutefois les places d'amusements sont entassées. Des milliers d'automobiles stationnent. Tout ce qui amuse et qui plait atteint la bourse. Nous avons certainement de l'argent.

Ce que nous avons a souffrir réellement est, d'après mon humble opinion, due manque de responsabilité et d'effort individuels afin de ramener les affaires la où elles appartiennent. Aujourd'hui le commerce demande toute l'énergie et la force physique possible. Les hommes d'affaires importants sont à la recherche d' hommes actifs et d' une tenacité de bouledogue.

Personne n'aime le flaneur
Laissez-moi vous dire ceci—
L'homme qui regarde, pense et parle, d'un air abattu, demeurera toujours ainsi.
Mons avis est—Regardez plus haut, pensez de meme, encouragez vous, et vous vous tiendrez audessus de tout.

Souriez et dites "Le commerce est bon," Rassemblez votre courage et crions tous à nos compagnons de magasins "Avançons."

Savez-vous exactement quand doivent espirer vos polices d'assurance, ou dépendez-vous de votre agents pour vous en avertir.

C'est ce qu'on acquiert avec le plus de difficulté qu'on retient le plus longtemps; il en est ainsi de ceux qui ont gagné une fortune, ils en prennent plus de soin que ceux qui l'ont reçue en héritage.

Factory making a full range of Men's, Boys,' Youths,' Gents,' & Childs,' both McKay & Standard Screwed Shoes, is open for a good travelling agent for the whole of the Province of Quebec. Box 778 Footwear in Canada, Toronto. 2-4

A leading shoe manufacturer in England is open to arrange with representative to handle line in Canada on commission. Apply Box 885 Footwear in Canada, Toronto. 4

Aggressive Shoe Salesman, 27, backed by seven years successful experience, both languages, established connections with best wholesalers and retailers in Ontario, including Toronto and Maritime Provinces is open for another line. If you need a man and consistently resultful work means big things for the future, let's get in communication now. Box 855 Footwear in Canada, Toronto. 4

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Valuable Canadian Patent—for Surgical Boot if offered for sale or license. Apply the Consulting Patent Agency, 253 Gray's Inn Road, London, England. 4

For Sale—Shoe repair business in good farming district. .No competition and fine prospects for development. At present yields good living for one man. Cottage and garden lot. Reason for selling failing eyesight. Will accept $2000. Apply Box 886 Footwear in Canada, Toronto. 4

Pyramid Heel Hosiery

It is surprising how this new spliced heel gives that so-much-to-be-desired slim look to one's ankles and also improves the shapliness of the limb—makes a big hit with discriminating women in these days of short skirts and good dressing.

In addition to the pointed or pyramid heel, our No. 8X has the seamed back and pick stitch, or fashioned effect leg. Also we are making this same style pointed heel stocking in a fancy dropped stitch effect—No. 1485.

This new feature is the biggest thing we have ever had to offer in seamless silk hose. It was originated and perfected in our own mill at Woodstock and represents many months of hard study, experimenting and expense.

We are now offering this new line in black, white and colors. Write for prices.

"The new high mark of Smart Style has been achieved in Pyramid-Heel."

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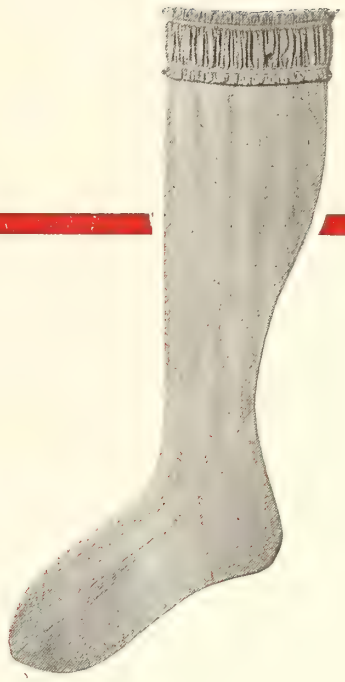

Kayser "Rolette" Silk Stockings — on in a jiffy and they stay rolled up. No hose supporters or garters are necessary.

We are offering this line in fancy ribbed effect, as illustrated, also plain, in black, white, seal brown, suede, grey and beige shades, for April delivery.

Kayser "Rolette" stockings also have the added attraction of the pointed or pyramid heel, which has found such high favor among well dressed women everywhere.

Send us your orders now and be among the first in your locality to show Kayser "Rolette" Silk Stockings—the most important innovation of the age in fine hosiery.

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In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

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WE have an up-to-date plant devoted to the production of McKay, Turn and Welt Shanks made up in fibre, steel and combination.

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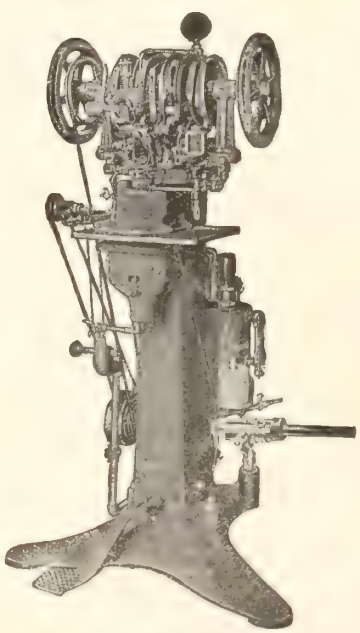

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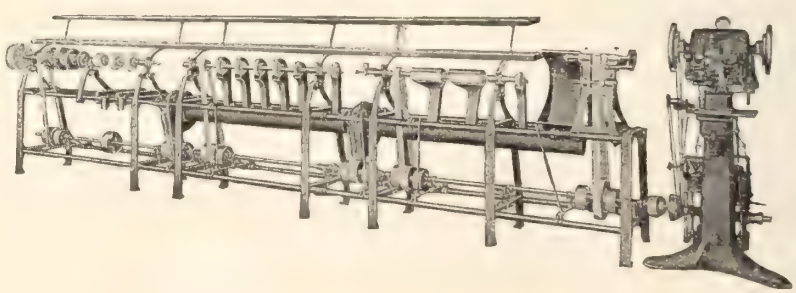

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Goulet service and reputation will satisfy the closest buyer and meet the most exacting requirements of a season of close buying.

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We ask you to particularly consider the two samples displayed upon the opposite page. These incorporate the three essential qualities of material, workmanship and style in the proper proportions to meet the popular demand for a medium priced good shoe which looks well and gives the wear.

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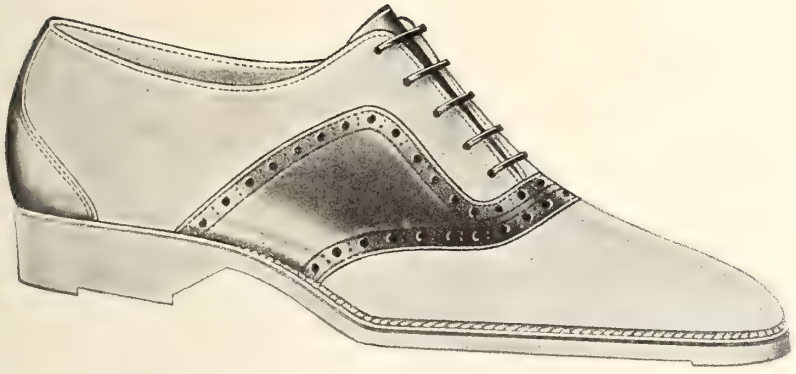
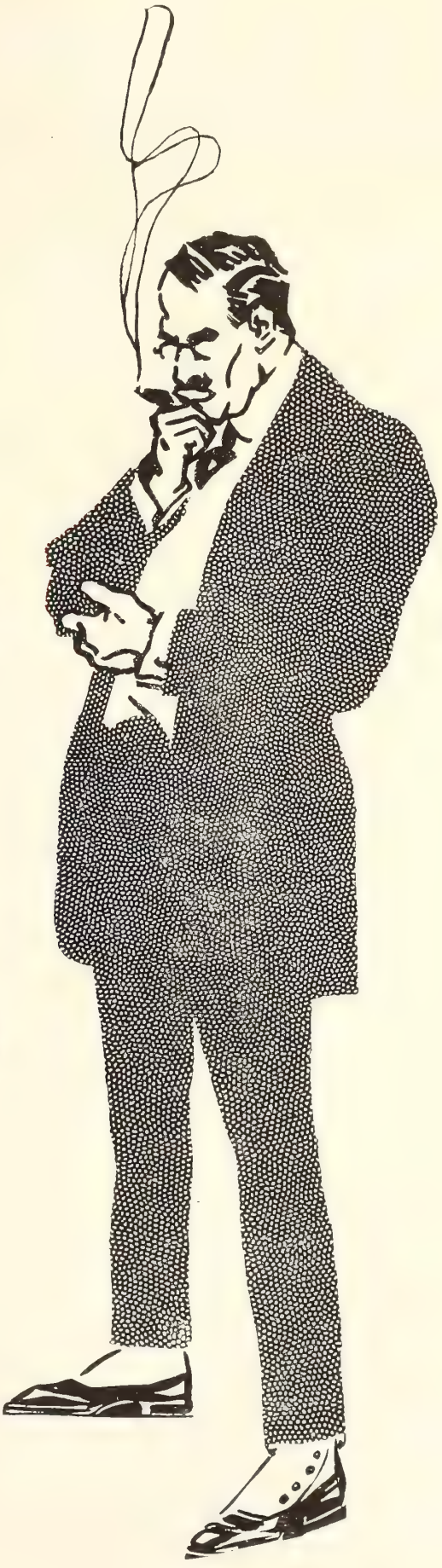
Consider These—





HAVANA BROWN

—another popular shade of New Castle Kid

Wherever you go today you are impressed with the popularity of New Castle Havana Brown Kid. No doubt this popularity is due to its practical beauty. At any rate its adaptability to the finest feminine footwear is a feature which is appealing to the wide awake manufacturer.

Write or wire us for samples.

NEW CASTLE LEATHER Co., Inc.
NEW YORK

Canadian Branch: 335 Craig St. W. Montreal
Factory: Wilmington, Del., U.S.A.

Have You Seen the New Samples?

Already the Samson-Angus lines have received many concrete expressions of approval in the form of orders from merchants who have just seen our new samples.

If you have not yet looked them over, would you care to do so?

We believe they show a more-than-ordinary degree of those qualities which are always associated with good shoes and saleability.

Behind this is the earnest desire on our part to give you the very best possible service.

In addition to the well-known Samson sporting features we also carry a full range of men's, boy's, women's, misses', and children's shoes of all grades.

Write us today

SAMSON-ANGUS
LIMITED
Offices and Sample Rooms : 54 Jurors St., MONTREAL

Stock the Line You Know

The Leader in the Past and Standard for the Future, is--

"Maltese Cross" RUBBERS

It is no experiment to bank your season's sales on this reliable line of Rubbers. Finish, Fit and Style, just what will sell fast. Our salesmen are out with their samples.

You will want to see them.

Gutta Percha & Rubber Co.,

Head Offices and Factory - Toronto

Branches in all Principal Cities of Canada

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A. A. COTE & SON LIMITED

This year the consumer will be looking for "a shoe at a price" and you Mr. Retailer can offer in these lines something exceptional in workmanship, style and comfort, at a price to suit all comers.

STANDARD SCREWED SHOES

In
Men's, Boy's, Youth's
Little Gent's
and Children's

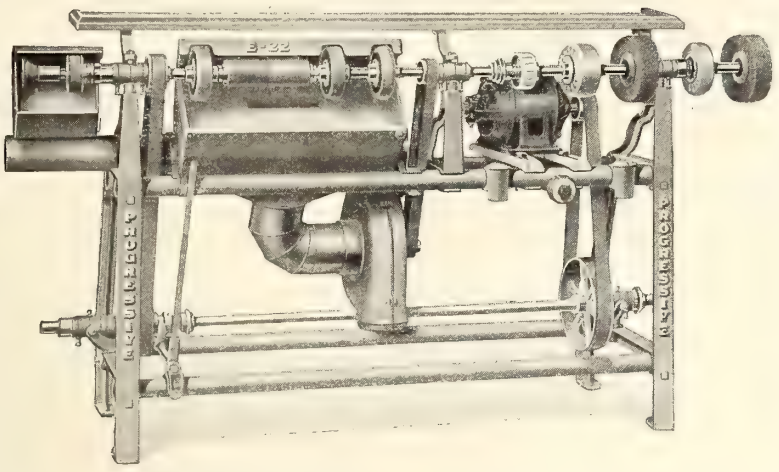
McKAY SEWED SHOES

In
Men's, Boy's, Youth's
Little Gent's
and Children's

Let us know your requirements. Samples sent on request

A. A. COTE & SON LIMITED

ST. HYACINTHE, P.Q.



The 1922 Models of Progressive Finishers offer you more value per dollar invested than you have ever been able to purchase before.
Prices are much lower, not through a sacrifice of quality, but by reason of reduced costs of many of the elements that enter into the building of Progressive Products.
The quality, in fact, is noticeably improved, for it has always been the policy of the Progressive Company to make certain that its machines embodied the spirit of progress suggested by their name.
Repairmen have always known that they can get good machines from the Progressive Company. This year you can get even better machines and at lower prices.

Better Send Now For Supplement A-22

Progressive Shoe Machinery Company

Minneapolis, Minnesota, U.S.A.

REG. IN
KENDEX
CANADA

HEEL PADS
Kendex
Felt
Imitation Leather
backed with felt.

PIECE FELTS
For every purpose.

FELT TONGUE LINING
Stripped or by the piece

KENDEX—the premier material for Insoles, Sock linings and Heel pads. Insole stock any thickness desired in Oak color or White. Sock linings and Heel Pads in Oak color, Grey or White

KANEVA INSOLING

Plain or backed with felt for McKay work. Very flexible, unaffected by moisture and will outlast the shoe.

KENWORTHY BROS. of CANADA LIMITED

St. JOHNS, QUEBEC

Montreal Address: 224 Lemoine Street

Pre-eminently Popular for Spring

Reyco Ornamental
SIDE BUCKLES

The style in ladies footwear this Spring will not be complete without Side Buckles. We have Side Buckle shoe ornaments in the Rhinestone, Beaded and Metal effects that are adorning footwear this Spring in New York, Chicago, Boston and all other leading cities of the United States.
The Rhinestones can be had in both button and buckle effects.

Write us for information regarding our special ass't including our attractive Reyco Display Trays

The

REYNOLDS
509 Westminster Street

REYCO

COMPANY
PROVIDENCE
RHODE ISLAND

Invite Your Customers to Comfort

THE buying public prefer to purchase their footwear in stores which are up-to-date and equipped with the best furnishings.

We have made a specialty of shoe store chairs and settees for over thirty years, and will be glad to send you prints of some of our latest designs.

Our chairs are built not only for comfort and appearance, but are most economical in regard to floor space which is all important in most stores.

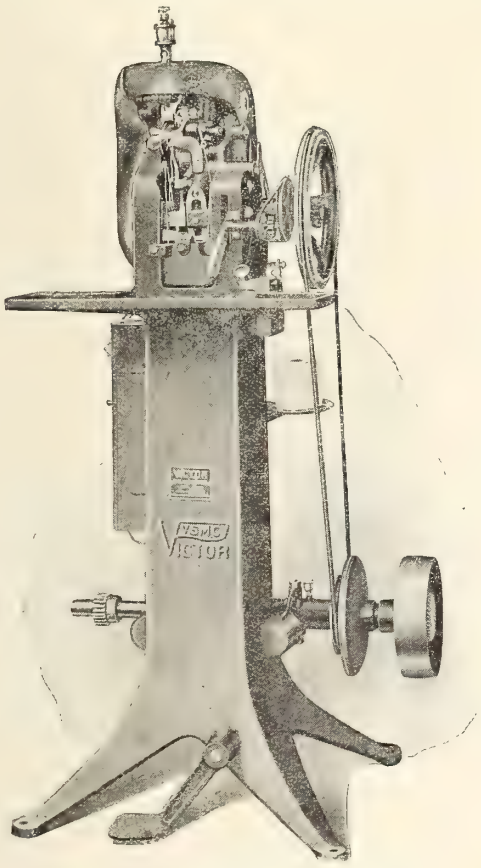
The Valley City Seating Co., Limited

DUNDAS : : : : CANADA

VICTOR

RAPID SHOE REPAIRING MACHINERY

The most complete line produced-A machine for every purpose



Price F.O.B. Lynn, Mass. $575.00

The Victor New Model "K" Outsole Stitcher

Lock-Stitch, Curve-Needle and Awl, Electric Heated

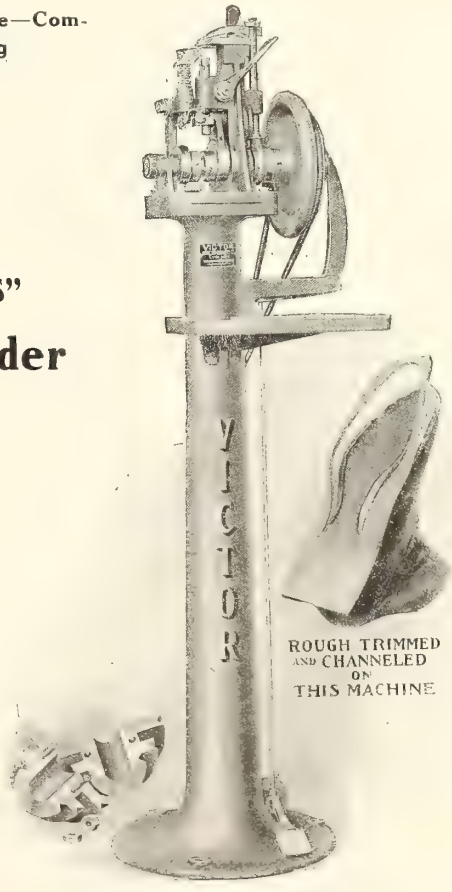
This new model rapid repair stitcher is the finest outsole sewing machine ever produced. It embodies all the improvements in other curve needle stitchers with many new features added to eliminate the usual troubles experienced in operating a stitcher. It will sew without adjustment hard leather, fibre or soft rubber soles from ¼ to ¾ inch thick, at a speed of 350 stitches per minute. Has a positive thread lock and thread measuring device to set lock the proper depth in sole (and no thread tensions.) It has a new four position Presserfoot, Patent Steel Guard to protect shoe vamps from awl, a large shuttle that carries 28 yds. 6 cord thread. It is equipped with electric heat for hard wax. Entire head of machine is protected by metal cover.

It is Simple—Durable—Compact and Light Running

Victor

New Model "S"

Rough Rounder



Price F.O.B. Lynn, Mass. $90.00

This machine is absolutely needed by every repairer who operates a stitcher. It saves labor and time preparing new soles to be sewed. It does away with sole patterns and rough trimming by hand. It enables the operator to turn out the same high class workmanship on repaired shoes as is done on new shoes. It is noiseless, has unlimited speed, and can be operated from Stitcher or Finisher or Electric Light Socket.

This machine will rough trim sole and cut channel or groove to lay stitch in, and if desired, it will rough trim without channeling or channel without rough trimming. It is Trouble-proof—Efficient and Durable.

Write for Catalog No. 20

Victor Shoe Machinery Co.

1 to 11 Willow St., LYNN, MASS.

C. PARSONS & SONS, AGENTS, TORONTO, CANADA

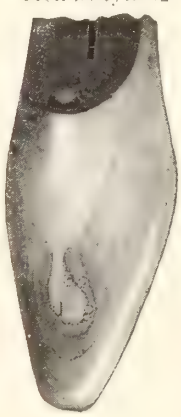
KEIFFER BROS., MONTREAL, QUE. **H. W. UPHAM, MONCTON, N. B. CAN.**

HARDWOOD BEAUTIES

Men's Style 50

Men's Style 51

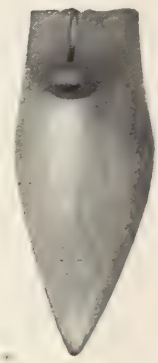
Men's Style 52



Our Latest Beauty—The New Brogue—Styles 52 and 62

Women's Style 60

Women's Style 61



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A PROFITABLE LINE OF SHOE TREES

In Stylish Models

That Accurately Fit and Reshape the Shoe—Ventilated Bottom—Extension Feature—Well Finished and Packed in Individual Cartons.

STANDARDIZED

Men's Models C and D wide—Women's Models B and C wide
Ready to ship from stock

Include Shoe Trees in your Spring Showings

Stimulate Sales **Increase Profits**

Send a sample order or write for prices.

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

Main Office and Factory

MONTREAL

TORONTO
90 Adelaide Street, W.

KITCHENER
46 Foundry Street, S.

QUEBEC
28 Demers Street

Display Fixtures That Sell Shoes

BEAUTIFUL ADAM and POMPEIAN DESIGNS

FINISHED IN OLD IVORY OR ROMAN GOLD.

These Clatworthy Fixtures make possible the displaying of your shoes to the best possible advantage, and improve the appearance and character of your store. They are a sales help you should not be without.

NEW ILLUSTRATED CATALOGUE GLADLY SENT ON REQUEST

CLATWORTHY & SON, LIMITED

TORONTO

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QUEBEC, Nap. Debigare, 205 Des Fosses St.
VANCOUVER, M. E. Hatt & Co., 318 Homer St.
WINNIPEG, S. J. Barley, General Delivery.

Everett & Barron Company
Providence, R.I.
—and—
Amherst, Nova Scotia.

We take pleasure in announcing that we have perfected and are now making shipments of
Cinderella Smoked Elk Cleaner
U.N.O. Smoked Elk Cleaner and Finish
and
U.N.O. Short Shoe Paste Cleaner

Everett and Barron Company.

March 18, 1922.

It will pay you to get our prices

INDIAN

Moccasins, Slippers, Snow Shoes for your approval

MOCCASINS—Fancy and wide toes, to supply all comers

SLIPPERS—A range of 25 different kinds in all shades

SNOW-SHOES—Below pre-war prices on these goods, and a fine stock to supply you

The above in Men's, Ladies', Misses', Childs', and Infants' Sizes.
The Right Goods, The Right Prices, The Right Time

At your service

BASTIEN BROS.
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Agents for Ontario and the West:
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Novelty Backgrounds
For
Spring and Summer

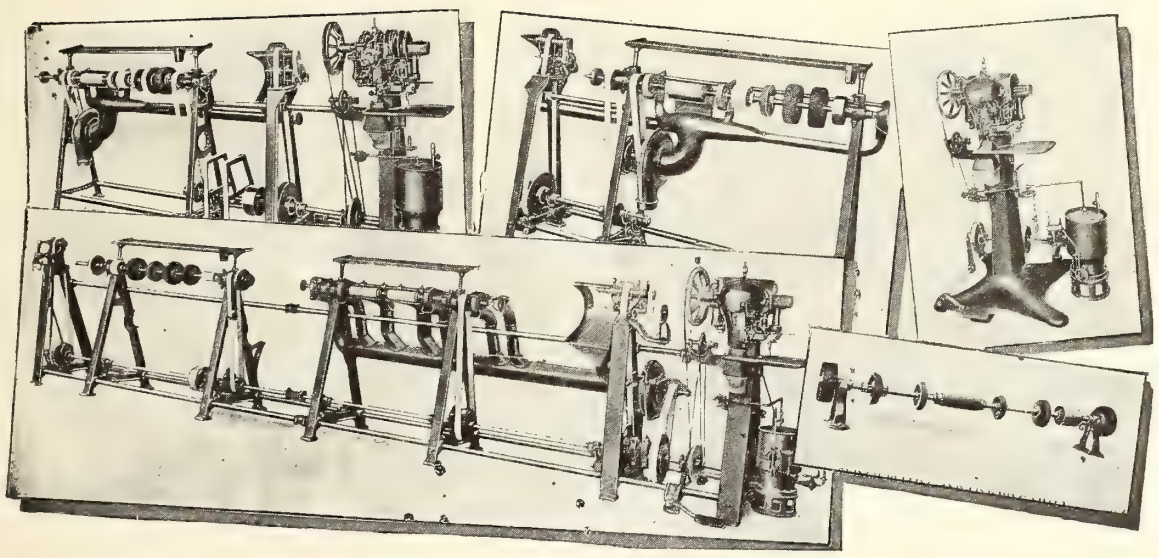
Snappy and attractive designs in
Papers and Borders
Everything for the displayman
Artificial Flowers, Show Cards, Price Tickets, Glass Stands and Shelves, Papers, Borders, etc., etc.

Send for catalogs

Doty & Scrimgeour Sales Co., Inc.
30 Reade Street **New York**
"The House of Novelty Decorations"

Start This Season Right

Make a Profit From Your SHOE REPAIRS



Large or small we have equipment that will suit exactly—Built in our Montreal Factory.

Proper Equipment in Your Repair Shop Will Increase Production

Reduce Needless Toil and Lessen Labor Costs

Whatever your location we build an outfit that will be a genuine assistance in your business. Electrically driven outfits or special gasoline engine equipment for those locations having no power.

Indecision Will Not Earn You Money

Get Started on That Contemplated Installation

Write for our Catalogue and Particulars NOW

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

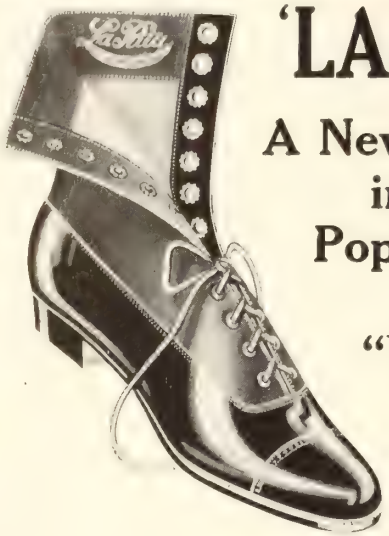
Main Office and Factory

MONTREAL

TORONTO
90 Adelaide Street, W.

KITCHENER
46 Foundry Street, S.

QUEBEC
28 Demers Street



"LA-RITA"

A New Number in this Popular Line

"Young Misses"

"La-Rita" Babies', Infants', and children's high grade stitchdowns have long been a popular line with the trade. Because of their popularity we have added a new number "Young Misses" stitchdowns which are of the same high quality.

Write us for particulars.

The Rita Shoe Co.

Limited

St. Hyacinthe Que.

By Appointment

The Greatest Quality at Any Price

Genuine Indian-Made Slippers
High Grade Elk Moccasins
Tough Elk Work Mitts

These three lines are the leading products of the Holt, Renfrew Indian Factory at Loretteville. The prices at which our new lines for 1922 are offered will compare favourably with any, while the quality of both material and workmanship is supreme—just the sort of merchandise which has made the Holt, Renfrew reputation—the sort of merchandise which will do credit to your store.

Write us to-day and our salesman will call, or we will mail samples and price lists direct to you.

Holt, Renfrew & Co.

Limited

Quebec, Que.

Edwards & Edwards

LIMITED

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SHEEPSKINS

FOR

Shoes, Gloves, Saddlery
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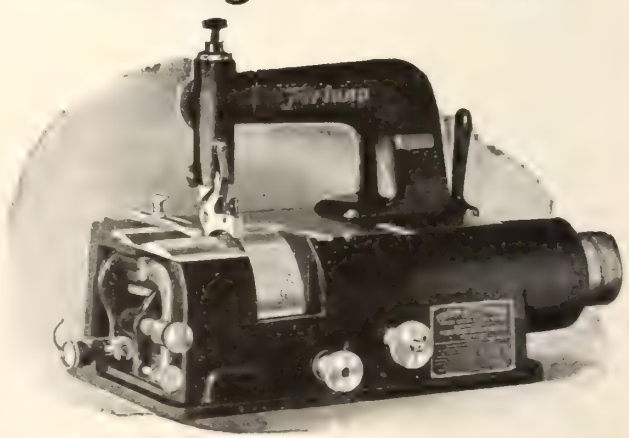
JOHN McENTYRE LTD. 28 St. Alexander St. MONTREAL, QUE.

Fortuna

Skiving Machine



For Manufacturers who Skive Leather, Felt, Cork, Rubber or Paper

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.

147-153 Waverly Place - NEW YORK

THE MARK—

that Guarantees Sales

FEATURE UNION STAMP ADVERTISING IN YOUR LOCAL PAPERS

The stamp of the Boot and Shoe Workers' Union guarantees the sale of shoes upon which it is imprinted.

For Union men and women support their principles when buying footwear by first looking for the seal which is their assurance that the shoes were made under true American conditions by skilled artisans.

To speed up sales, the retailer who seeks the trade of the vast labor market will insist that the shoes he sells are the shoes it will buy—shoes upon which the Boot and Shoe Workers' Union has set its seal.

The Union that has an agreement with manufacturers settling all wage differences by ARBITRATION.

Union Stamp Shoes are being steadily advertised in 150 Labor Journals all over the country.

BOOT & SHOE WORKERS' UNION

246 Summer Street,
BOSTON, MASS.

COLLIS LOVELY, Gen'l President CHARLES L. BAINE, Gen'l Sec'y-Treas.

The Lincoln Paper Mills
Company, Limited

can supply
your requirements
in

GLASSINE

Super-Glazed Kraft
for Interlay

Wrapping Paper

The above are thoroughly Canadian-made products of the highest quality and at the attractive prices quoted, should appeal to every Canadian shoe manufacturer.

Will you get in touch with us?

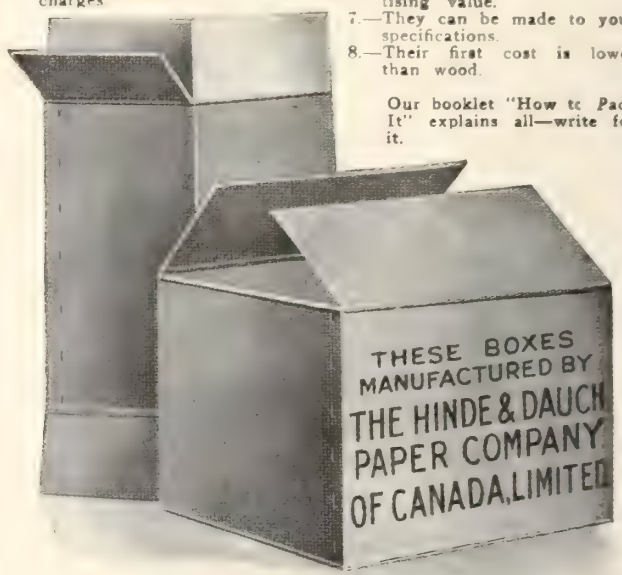
LINCOLN PAPER MILLS CO., LTD
MERRITTON ONTARIO
Branch — 112 Bay St., Toronto.

We Can Save Money for You on Your Shipping & Packing

H & D Solid Fibre Board Boxes

1.—They protect your shipment against loss from dampness and water.
2.—They are extremely light, which means low freight charges.
3. They cannot be opened without breaking the seal.
4. They save time in packing.
5.—They save storage space.
6.—They have strong advertising value.
7.—They can be made to your specifications.
8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co. of Canada Limited
TORONTO ONTARIO

The Best and Most Durable Shoe Laces Are Made With Our

Power Shoe Lace Tipping Machines

Textile and Special Machinery
Harris-Corliss Steam Engines

Eastern Representative for
WORM GEARS AND WORM GEAR REDUCTION UNITS

The Franklin Machine Company
Engineers Founders Machinists
189 Charles Street, Providence, R.I.

The Peterboro Shoe

For MEN, BOYS, YOUTHS and LITTLE GENTS

A staple line of Footwear, prominently known for its superior workmanship, first grade materials, smartness and comfort. A Line you can stock with assurance. Write us to-day.

B. F. Ackerman, Son & Co., Limited
PETERBORO, Ont. Western Branch, REGINA, Sask.
MAKERS OF THE "PETERBORO" SHOE

GLOBE PILLOW WELT MADE IN CANADA

The Pillow Welt

An Evidence of Progress

Modern tendencies show many movements toward hygienic reform in wearing apparel. Among the distinct improvements of this character, none show more evidence of real progress than the invention of the "Globe Pillow Welt."

It is designed on natural principles for the welfare of Children's feet.

Its health appeal makes selling easy. The wear is built in and the price is right.

Globe Shoe Limited, Terrebonne, Que.

Montreal Office, J. A. BLUTEAU, Representative
11a St. James Street

Clarke's Patent Leather

THE STANDARD OF QUALITY HROUGHOUT THE WORLD

Style —

the impetus in shoe sales still says "Patent"

Last fall indications pointed to a strong preference for patent leather.

Today this preference is even more strongly marked and a survey of the latest models from Paris and New York shows nearly 75% of all the shoes employing patent in some part of their make.

The preference for patent is now becoming a habit. It has proven its worth for both beauty and durability. Clarke's is the logical choice of discriminating shoe men in Canada.

A. R. CLARKE & CO. LIMITED

TORONTO, CANADA

Largest Makers of Patent Leather in the British Empire

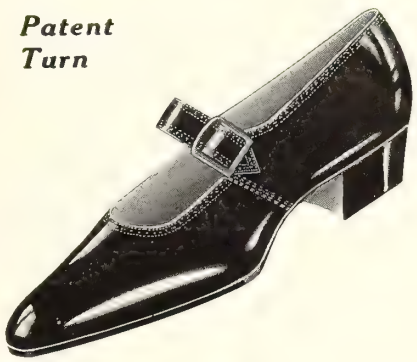
Vol. XII No. 5 Toronto, May, 1922

Footwear in Canada

THE CLASSIC SHOE

A NEW MODEL
OF UNUSUAL POPULARITY

Patent
Turn



9044

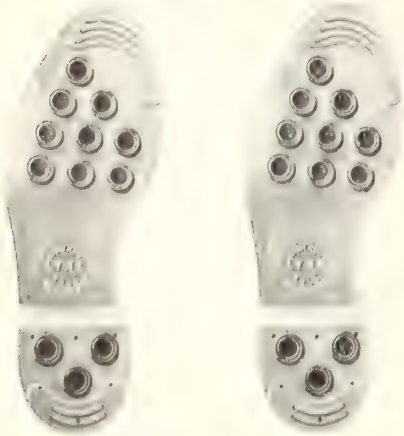
Made in All Patent, on a 10/18 heel last.

Just enough perforations to lend attractiveness and ready saleability.

NOW IN STOCK

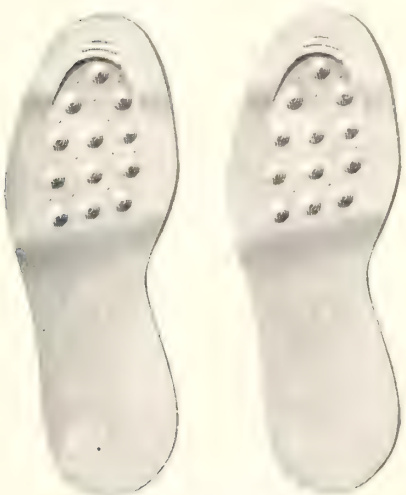
GETTY & SCOTT LIMITED
MAKERS OF THE CLASSIC SHOE FOR WOMEN
GALT · ONTARIO

THREE STYLES OF
PANTHER SPORT SOLES



PANTHER SUCTION SOLE

PANTHER INSERT SOLE



PANTHER STUDDED SOLE

PANTHER
Quality Sport Soles

MAKE SPORT SHOES SMART AND SERVICEABLE

REGISTERED DESIGNS

It is the sole that makes this practical outdoors accessory the popular number it was last season and will be larger this season

Panther Soles are made in three Sport Styles, each one being the peer of its class

COLORS:

Made in Pale Pink, Chocolate, Black and Ivory White

PANTHER QUALITY SPORT SOLES GUARANTEED

To wear twice as long as leather

Officially correct for Golf, Tennis, Hiking, Yachting, etc.

Now being used by the best manufacturers

Ask your manufactuer for Panther Designs

Panther Rubber Co., Ltd.

Sherbrooke, Quebec, Canada

DESIGN REGISTERED CANADIAN PAT. OFFICE

PANTHER SUCTION SOLE

NOTE THE STANCE TOE AND HEEL SO LOVED AND DEMANDED BY GOLFERS

PROMPT DELIVERY

EUREKA

Our Growing Girls, Misses, and Childs lines are made with the same care and material as our Womans Lines.

No. 8512

Mr. Jobber you will require prompt delivery on your Fancy Lines when Spring opens up. We guarantee this.

No. 8552. Womans Two Button One-Strap Pump with imitation saddle strap. Last 100 14/8 Baby Louis Heel or Cuban Heel.

See our new Lines in One, Two and Three Straps, Button and Buckles.

Wide and Narrow Straps

Our Prices include Laces & Cases

EUREKA SHOE COMPANY, LIMITED

Three Rivers - Quebec

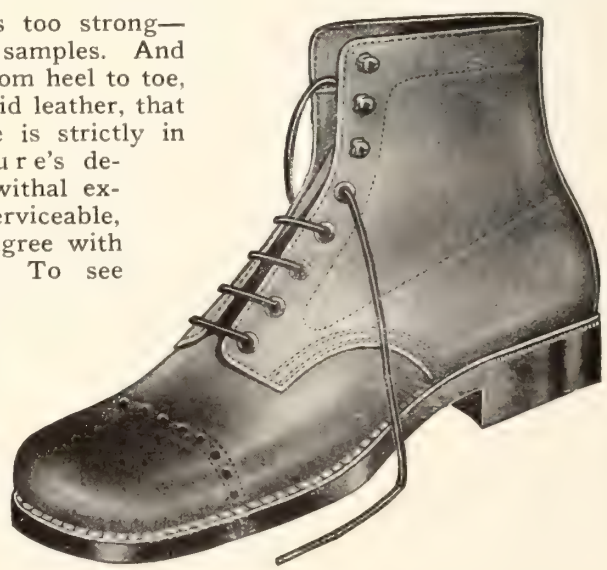
WRITE US TO-DAY FOR SAMPLES AND LATEST PRICES.

Tred-Rite "Starters"

As soon as a child outgrows the soft sole "bootees" it is ready to be fitted with "TRED-RITE" cushion sole "STARTERS."

These shoes are unmistakably the best made and the most snugly fitting child's shoe on the market to-day. Yet with ample room for the little feet to grow properly.

If that claim seems too strong—just drop us a line for samples. And after careful scrutiny from heel to toe, noting that they are solid leather, that the design of the shoe is strictly in accordance with nature's demands, that they are withal extremely smart and serviceable, we are sure you will agree with the above statement. To see them is to be convinced.



Tred Rite Shoes for older children embody the same features as the Tred-Rite Starters. Ask for samples.

The Tred-Rite Shoe Company Limited

Otterville - - Ontario

Popular Salesmakers

No. 072. Men's Welt, Bal, Pointed Toe Last. Made in mahogany velour side. Also Gunmetal Calf and Box Kip black, sizes 6-11.

No. 311. Women's and Growing Girls' McKay, Bal. Made in Gunmetal Calf, Dongola, Mahogany Velour side or patent vamp and dull top. Sizes 3-7.

No. 313. Women's and Growing Girls' McKay, Oxford. Made in Gunmetal Calf, Dongola, Mahogany Velour side, and Patent. Sizes 3-7.

We can give early deliveries on any of the above lines.

Let us know your requirements.

La Compagnie J. A. & M. Cote

ST. HYACINTHE - QUEBEC

What Will Your Customers Buy Next Fall?

The leather footwear your customers will buy next Fall is now being shown to the footwear trade by Ames Holden salesmen.

Not only will the new lines please your most particular customers—sell more easily—but the Ames Holden plan of filling sorting orders quickly will ensure—at all times—a well-balanced stock.

When you inspect the new styles you will see why the Ames Holden line offers you greater opportunities than ever to make money.

"Compare AHM System *the Wear"*

AMES HOLDEN McCREADY Limited

Head Office - Montreal

Branch Sales Warehouses at: Charlottetown, Sydney, Halifax, St. John, Quebec, Sherbrooke, St Hyacinthe, Montreal, Ottawa, Toronto, Kitchener, London, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Vancouver.

THE·ROBSON·LEATHER·CO·LIMITED
HIGH GRADE SIDE LEATHER
OSHAWA CANADA

BLACK BEAUTY
CHROME PATENT SIDES

Invictus
THE BEST GOOD SHOE

FOOT

for

OCCA

F350/39.—Ladies' Gun Metal Riding Boot
$9.50

F671/159.—Ladies' Smk. Elk Russ. Saddle Golf Oxf.
$5.35

A card addressed to us will ensure a call by one of our salesmen.

F060/224.—Ladies' Silver Brocade Slipper
$8.75

F551/153.—Ladies' Pat. Lea. Two-Strap Oxf.
$5.10

Invictus
THE BEST GOOD SHOE

WEAR
all
SIONS

F04/151.—Gents' Bro. Kid Opera Slipper Turn
$3.75

F382/145.—Gents' Bro. Will. Brogue Oxf.
$6.75

It we are not represented in your town write for the Invictus Agency.

F550/150.—Gents' Pat. Lea. Turn Oxf.
$5.00

F572/25.—Gents' Bro. Memel Calf Brogue Bal.
$7.15

Display Fixtures That Sell Shoes

BEAUTIFUL ADAM and POMPEIAN DESIGNS

FINISHED IN OLD IVORY OR ROMAN GOLD.

These Clatworthy Fixtures make possible the displaying of your shoes to the best possible advantage, and improve the appearance and character of your store. They are a sales help you should not be without.

NEW ILLUSTRATED CATALOGUE GLADLY SENT ON REQUEST

CLATWORTHY & SON, LIMITED

TORONTO REPRESENTATIVES: **CANADA**

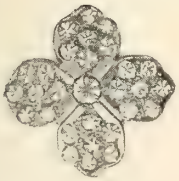
MONTREAL, E. O. Barette & Co., 301 St. James St.
QUEBEC, Nap. Debigare, 205 Des Fosses St.
VANCOUVER, M. E. Hatt & Co., 318 Homer St.
WINNIPEG, S. J. Barley, General Delivery.

"The Season's Big Sellers"

No. 2859

No. 1427

No. 1426



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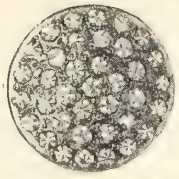


No. 2871

No. 2862

REYCO

ORNAMENTAL SIDE BUCKLES

for STREET Wear

They are clever in conception and distinctly a REYCO product in execution. Their beauty is captivating, surpassing as it does any of the previous effects for which our company is famous. A handsome profit is yours on each pair sold.

REYCO SIDE BUCKLES of stunning Rhinestone, Beaded, Cut Steel and Metal effects are of the greatest demand for STREET WEAR.

SPECIAL ASSORTMENTS

A—$12.00	B—$15.00
Display Tray	Display Tray
2 pr. No. 2861	3 pr. No. 2859
2 pr. No. 2859	3 pr. No. 2862
2 pr. No. 2871	2 pr. No. 2861
2 pr. No. 2862	2 pr. No. 2871
6 pr. No. 1427	3 pr. No. 1426
6 pr. No. 1426	3 pr. No. 1427

SOMETHING NEW

"Persian Ivory" side buckles for White Footwear in Black and White combinations.

Shape and Style as 2859 and 2862

THE REYNOLDS REYCO COMPANY

509 Westminster Street

PROVIDENCE - RHODE ISLAND

If it is a SHOE ORNAMENT we can supply it!

PLUS BUSINESS

Selling Canvas Rubber-Soled Shoes means **Plus Business.** They are an added line which brings extra sales and extra profit in the ordinary dull footwear season.

It pays to concentrate on the FLEET FOOT line, because

FLEET FOOT

Is the Only Nationally Advertised Line of Canvas Rubber Sole Shoes in Canada

and is so complete in its assortment that every demand can be easily satisfied. FLEET FOOT is **a general utility shoe** for summer wear, and dressy enough for any occasion.

Our branches carry complete stocks of FLEET FOOT, so if you lack any styles or sizes, your orders will be shipped at once in time for the opening of the Fleet Foot season. Write the nearest service branch.

CANADIAN CONSOLIDATED RUBBER CO. LIMITED
DOMINION RUBBER SYSTEM
AND ASSOCIATED COMPANIES

DOMINION RUBBER SYSTEM BRANCHES

are located at

Halifax, St. John, Quebec, Montreal, Ottawa, Toronto, Hamilton, Kitchener, London, Windsor, North Bay, Fort William, Winnipeg, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver and Victoria.

GET READY

for the Fleet Foot season; and take advantage of what we are doing to help you sell

FLEET FOOT

ASSORTMENT—Make sure that you have a representative assortment of FLEET FOOT for man, woman and child.

DISPLAY CARDS have been shipped to you. Use them in your windows and about the store.

PRICE TICKETS are available at our nearest service branch, if you have not already received a supply.

THE WEEK OF MAY 22nd will be "FLEET FOOT WEEK" in the shoe trade. Reap the benefit of this event by making a prominent display of FLEET FOOT Shoes during this week and thus properly open the season.

POSTERS covering the leading cities and towns and advertising FLEET FOOT as summer shoes, will be on the boards May 15th.

NEWSPAPER ADVERTISING will supplement the Posters. And all this publicity will bring trade to the Fleet Foot stores.

Get ready for big Fleet Foot business this summer.

CANADIAN CONSOLIDATED RUBBER CO. LIMITED
DOMINION RUBBER SYSTEM AND ASSOCIATED COMPANIES

DOMINION RUBBER SYSTEM
MONTREAL

Complete stocks and Fleet Foot styles and sizes carried at all Dominion Rubber System Service branches. Write the nearest branch if your Fleet Foot stock is not complete.

"Money's Worth"

THE man in the street recognizes the value in the Talbot Shoe.

You need make no apology when you name your price.

Made of finest materials, on lasts of proven fit and style, and by recognized makers of fine shoes.

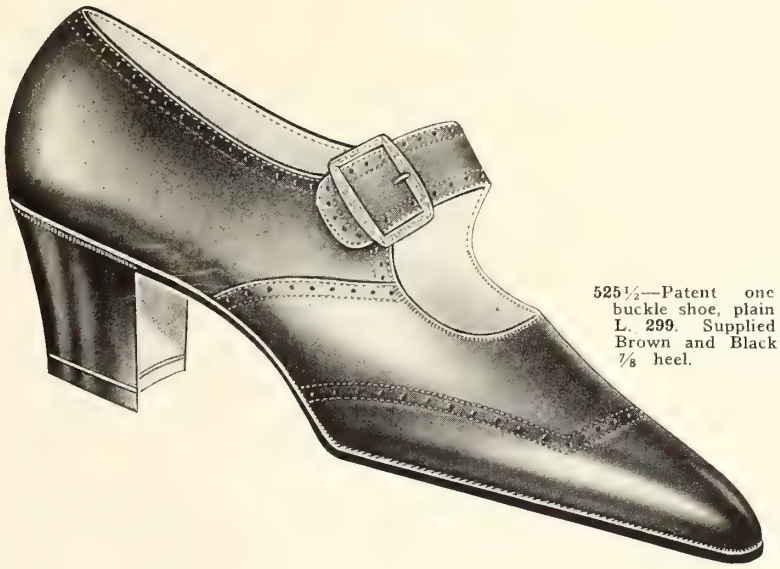
An attractive line of women's mannish welts, in addition.

"Made in a factory where only good shoes are made"

TALBOT SHOE COMPANY LIMITED

ST. THOMAS ONTARIO

"METROPOLITAN"



525½—Patent one strap buckle shoe, plain McKay L. 299. Supplied also in Brown and Black and in ⅞ heel.

LEADERS

The Metropolitan Shoe Company

91 St. Paul Street East.

Montreal - Quebec

THE BOSTONIAN SHOE

"For the Retailer Who Demands First-Class Service"

Service to the retailer—that is the motto of the house of Robinson. Upon this idea has been developed a business occupying the premier position in the wholesale shoe industry of Canada to-day.

No matter what your requirements, in leather goods, white goods or rubbers, for street, dress or sport it is very unlikely that you cannot be accommodated at Robinson's. Every day in the year our buyers are in touch with the best sources of supply and the result of their endeavours is at your command.

Remember Robinson's Service
when making up your
next order

James Robinson Company

Limited

184 McGill Street Montreal

Spaulding's Fibre Counters have an international reputation for superior fitting qualities.

However much the contour of your lasts vary, there is a Spaulding counter properly shaped to conform to the last.

Not only for fit, but for quality and uniformity Spaulding Counters measure up to the highest standard of Counter perfection.

J. Spaulding & Sons Company, Inc.

Main Office and Factory
NORTH ROCHESTER, N. H.

Boston Office
203 B ALBANY BUILDING

CANADIAN AGENTS

International Supply Co., Kitchener, Ontario, and Quebec City
V. Champigny, Montreal

"THE WEAR PENETANG TANNERY IS THERE"

ANNOUNCING IMPORTANT CHANGE

in color and finish of

PENETANG SOLE LEATHER

Owing to the persistent demand for a lighter colored hemlock we have this popular tannage now available in a beautiful union color in place of the former cherry red tinge.

The new tannage has all of the fine features of the old with the added advantage of exceptionally fine appearance.

The Breithaupt Leather Co.

Limited

Manufacturers of "the Standard of Canadian Sole Leather"

Sales Offices:

KITCHENER TORONTO VANCOUVER MONTREAL QUEBEC

Tanneries at:

PENETANG HASTINGS KITCHENER WOODSTOCK BURK'S FALLS

Footwear in Canada

A National Journal of its Findings, Making and Sale, with a quality circulation—every reader a possible buyer.

Published Monthly.

HUGH C. MACLEAN PUBLICATIONS
LIMITED
THOMAS S. YOUNG, Managing Director

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

MONTREAL		119 Board of Trade Bldg.
WINNIPEG		320 Travellers' Bldg.
VANCOUVER		Winch Building
NEW YORK		296 Broadway
CHICAGO -		14 West Washington St.
LONDON, ENG.		16 Regent Street S. W.

Authorized by the Postmaster General for Canada, for transmission as second class matter.

SUBSCRIPTION RATES
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Single copies 15 cents.

Vol. 11 **May, 1922** **No. 5**

Children's Trade Deserves the Shoe Merchant's Careful Attention.

Handling children's trade is a gift with some, with others a hard-earned accomplishment. One who really loves children, who sympathizes with them and understands them, given a reasonable amount of business ability and training, is bound to make a success of it. The type of individual who ordinarily has no patience with children will inevitably fail, whatever studied sweetness of demeanour he may force himself to assume in serving them in the store. A salesman may of course set himself to learn to understand the child, to think with it, and to feel with it, and if he does so sincerely and wholeheartedly, he is more than likely to succeed. But the little miss of six or seven has uncanny ways of sensing who are real friends and who are not and can often detect insincerity more quickly and surely than her elders.

To successfully serve the child requires a thorough knowledge of growing feet and their requirements together with some knowledge of psychology. The head of a progressive and profitable children's goods department, in describing her methods, says: "When I see a little one entering my department, I call her by name if I have ever seen her before; I look at her and decide about what size she will require and what I have that would be becoming. I please the mother by recalling the name and please the child by not confusing her with too many styles."

Further, this same manager states—and it is a most important point—"I always try to sell the correct thing and go so far even as to try to change the customer's mind, if she is ready to take an unsuitable article—because I want to make every customer not only a satisfied customer, but a walking advertisement for our children's department."

Don't underestimate the importance of the young people's trade. Read the article by Mr. Clayton E. Hurlbut in this issue and see if some of the ideas suggested are not applicable in your store.

The Situation in Side Leather

Sole leather men find reason for encouragement in the fact that buyers from England and from the States have been visiting the Canadian markets and have, in some instances, placed orders for sole leather. There also appears to be an improved feeling among the upper leather men. In the lighter weight leathers suitable for use in women's fine shoes, the demand has been quite fair. Lower prices, the tanners say, are impossible in the near future.

The situation in the side leather branch of the industry is outlined in an interesting communication received by "Footwear" from one of the best-known tanners manufacturing this product. He states:—

Replying to your enquiry of the 24th inst. as to how the side leather situation stands to-day, would say, to begin with, that side leather takes in a very wide range of leathers made from cow hides large and small.

"The demand at the present time is quite brisk for patent, buck, elk, and colored sides. The heavier lines of side stock used in the manufacture of staple shoes are rather slow to move, but will improve gradually as values become more stabilized and present stocks of heavy shoes are liquidated.

"Side leather occupies quite a different position in the trade from what it did ten years ago. As a result of more modern methods of tanning and finishing cow hides into chrome sides, side leather has found its way into some of the highest grade and most fashionable shoes of the time, particularly women's fine shoes.

"As evidence of this we find light hides, known to the trade as Extremes, selling at 3 cents to 4 cents per pound more than the heavier weight of cow hides. From these extreme light weights are made the lines already enumerated, viz: patent, buck, elk and colored sides, all of which, when well made, will wear equally as well if not better than many of the finer textured leathers made from calf and goat.

"We do not think that leather will be any cheaper for a long time. If there is any change in the market it will, we believe, be higher should a brisk demand arise at any time this year.

"Shoe and Leather Journal" admits deception!

In our last issue we printed the challenge that appears, for the second time, on the opposite page.

It called in question a statement depreciating the circulation of "Footwear in Canada" that we believed to be absolutely false.

It offered a fair and honorable means of arriving at the truth.

Our contemporary prints an answer in its current issue, which is reproduced below. It admits deception and offers in reconciliation the excuse that "The frank object of the statement was to force the circulation question." Thus it not only admits that the statement was untrue, but that it was **deliberately untrue.**

The deception is also admitted in the fact that the statement we challenged has been withdrawn from publication.

One object in issuing the challenge is thus gained. We wished to prove not only that our contemporary's statement of the circulation of the "Shoe and Leather Journal" as compared with "Footwear in Canada" was false, but also that they knew it to be false. We should very much have preferred a frank, honest reply to our challenge, but an honest admission of dishonesty is, we suppose, too much to expect. Naturally, too, it shuns investigation. We have good reason to believe that the circulation of "Footwear in Canada," so far from being less than half that of the "Shoe and Leather Journal" is, in fact, in excess of the circulation of that journal.

Let us deal, piece-meal, with the reply and see what it amounts to:

Our contemporary attempts to dismiss the challenge by stating that the statement was made after careful investigation. We submit that no proper investigation was made, no attempt made to arrive at the truth, and that no evidence can be produced which would justify the statement. The publication of false statements affecting the interests of others is too serious to be dismissed in this easy fashion. The "Shoe and Leather Journal" must bear the consequences of damaging statements.

That the frank object of the statement was to force the circulation question is but another falsehood. The object of the statement was to sell advertising space on misrepresentation, which the representatives of the "Shoe and Leather Journal" in Canada and the United States have done, and to which advertisers will testify.

Our contemporary says it is silly and futile to ask them to prove their statement. The public do not think so. The buyers of advertising space do not think so. It will be observed that no reason is offered why the statement should not be proven, if true—and no reason can be offered. We will make the amount $1,000, $500, or anything which is pleasing to the "Shoe and Leather Journal." We will also guarantee to prove that the statement of the "Shoe and Leather Journal" in respect to "Footwear in Canada" circulation is so wide of the mark as to be ridiculous in the extreme.

If they dislike going into a contest of this kind, we suggest another method: Publish the circulation figures of the two papers for, say, the past twelve months, showing the average per issue, with the provision that a representative of each paper shall be permitted to verify the figures of the other paper if desired. The net paid circulation can be verified in the same way if necessary.

We will now give the "Shoe and Leather Journal" our figures. The circulation of "Footwear in Canada" for the past twelve months, after deducting office copies, was 2,875 copies per issue. For this year the average circulation was 3,140 copies per issue. If the "Shoe and Leather Journal" are not opposed to bringing out the facts, here is their opportunity. Let us see how their figures look in comparison, and how far they substantiate their statement.

In an attempt to retain some self respect, the concluding portion of our contemporary's reply tells of its relations with the Audit Bureau of Circulations. "Footwear in Canada" could make an important announcement, but it prefers to respect the rules of the Audit Bureau of Circulations.

We repeat: (1) The "Shoe and Leather Journal" made no effort to ascertain the accuracy of their published statement; (2) They deliberately published a false statement; (3) Their unwillingness to have an investigation of the circulations of the two papers is proof of their policy of misrepresentation, and of getting advertising contracts by untruthful circulation statements.

Reproduced from May 1st, "Shoe and Leather Journal:"

CALLING A BLUFF!

The statement that "the paid circulation of the Shoe and Leather Journal is more than double that of any other shoe publication in Canada" has appeared regularly twice a month at the head of the editorial page of this journal since JANUARY, 1920. It was made after careful investigation, and the fact that it has never been challenged for over two years, is further evidence of its truthfulness.

The frank object of the statement was to force the circulation question, and compel other publications to give value for the money they were getting from their clients.

A contemporary now wants to bet us **$5,000.00** that, after two years effort, it now has more than half the circulation of the Shoe and Leather Journal, which is not only silly but futile.

Some time ago the Shoe and Leather Journal made application for membership in the Audit Bureau of Circulations, and was accepted. This organization is the only recognized authority on newspaper circulation, its reports being published not only once, but twice every year.

If our contemporary is sincere in its desire for a "show down" it will take this method of demonstrating not only to the Shoe and Leather Journal, but its advertisers, that it is out of the class of publications that make the name of trade journal a byword.

Otherwise, it is obvious that we should feel free to consider that the statement which they have challenged stands correct.

A Challenge!

"Footwear" asks for a Show-down

To the right is a reproduction of a statement which has been published in the "Shoe and Leather Journal," of Toronto, and which the publishers of "Footwear in Canada" believe to be misleading and untrue. Under date of March 10th, the publishers of "Footwear in Canada" sent the following letter to the Acton Publishing Company:

Toronto, March 10th, 1922.

Messrs. Acton Publishing Company, Limited,
Publishers of "Shoe and Leather Journal,"
549 King Street West, Toronto.

Gentlemen :—

A statement is appearing in the "Shoe and Leather Journal" that the paid circulation of that publication is more than double that of any other shoe publication in Canada and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

Although believing the statement to be untrue, we have not heretofore challenged it, hoping that the standards of practice recognized by publishers generally would lead you to withdraw it.

It is almost inconceivable that you would wilfully misrepresent the facts. You know the circulation of the "Shoe and Leather Journal." We know the circulation of "Footwear in Canada." Therefore, will you kindly advise us if you are prepared to prove your statement?

An early reply will oblige.

Yours very truly,

Hugh C. MacLean Publications Limited
T. S. Young
General Manager.

The above letter brought no response

Advertisers in "Footwear in Canada" and the "Shoe and Leather Journal" are entitled to know the actual facts. The publishers of "Footwear in Canada" are willing that they should know the facts. We contend that the statement of the "Shoe and Leather Journal," i.e., that its circulation is more than double that of any other shoe journal, is untrue, and we challenge the Acton Publishing Company, publishers of the "Shoe and Leather Journal," to submit to an independent audit of circulation on the following terms:

(1) The audit of the two publications shall be made by a committee of three persons, one to be appointed by the "Shoe and Leather Journal," one by "Footwear in Canada," and these two nominees to choose a third.

TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

(2) All necessary vouchers, cash book entries, etc., shall be placed at the disposal of the Committee for proper verification of orders and payments.

(3) The procedure of the Audit Bureau of Circulations in crediting paid subscriptions shall be followed, namely, subscriptions not over six months in arrears shall be considered as paid subscriptions.

(4) The paid circulation figures of both publications, together with the average total press run per issue for the past six months, shall be made public.

(5) The audits shall be made between Monday, May 8th, and Saturday, May 20th, 1922, and all subscriptions shall be counted up to April 24th, 1922.

(6) The Acton Publishing Company, Limited, and Hugh C. MacLean Publications, Limited, shall each deposit a marked cheque for FIVE THOUSAND DOLLARS ($5,000.00.) If the statement of the Acton Publishing Company should be found by the Committee to be untrue, their cheque shall, on instructions from the Committee, be donated to the Navy League of Canada (Boys' Naval Brigade Fund.) On the other hand, if their statement is found correct by the Committee, the cheque of Hugh C. MacLean Publications shall be donated in similar manner to the Navy League.

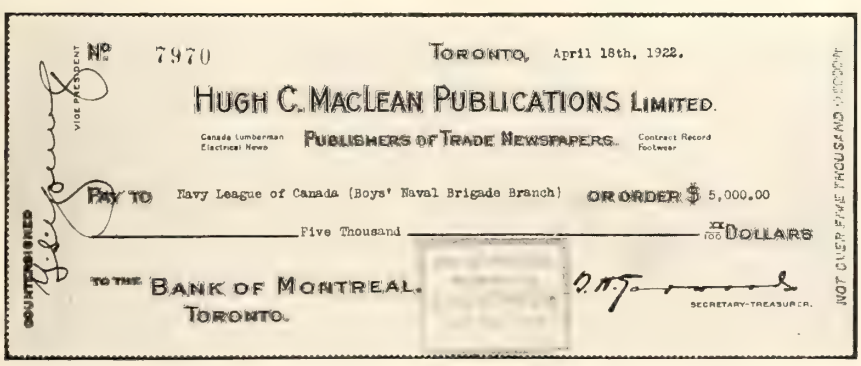
We name Mr. Bryan Pontifex, Chartered Accountant, as the nominee of "Footwear in Canada," and we have deposited our marked cheque as herewith reproduced with Mr. W. A. Lydiatt, Publisher of "Marketing," Toronto, who will hand it, on the appointment of the Committee, to the independent member thereof, i.e., the third nominee.

The Acton Publishing Company are requested to notify Mr. Byran Pontifex of their acceptance of this challenge by Monday, May 1st. Failure to do so and to deposit the required marked cheque with a responsible person by that date will be regarded by us as prima facie evidence that the statement of the "Shoe and Leather Journal" as published is false and cannot be substantiated.

The above conditions are suggested as a basis for arriving at a comparison of the circulation of the two publications and are believed to be fair to both parties. We are willing, however, that modifications or changes shall be made if agreed to by the Committee and that neither technicalities nor minor details shall stand in the way of bringing out the truth.

Hugh C. MacLean Publications
Limited
Publishers "Footwear in Canada"

Toronto, April 24th, 1922.



Keeping Record of Your Shoe Stock

The Why and the How of it—A Really Practical Contribution on a Subject of Outstanding Importance—Typical System of Retail Records Illustrated and Described

By LOUIS ADELSTEIN
Shoe Merchant, Montreal

"How to keep a record of a retail shoe stock," is a subject that a great deal has been written about and many different opinions have been offered on it but all have agreed on the principle,—that it is not only advisable but essential that every shoe store should have a stock system of some kind.

Those that have not taken steps to put in a stock system cannot have any idea of the importance it bears to the success of the business, and the many failures that can be traced to the lack of one.

From my own experience, I have never been able to understand how a business could be properly conducted without having a system of some kind that could show the lines and sizes that are selling and the ones that are not, and it is the ones that are not selling that always work detriment to the business, for if not properly looked after they will keep on accumulating until they some day begin to choke trade.

Many merchants seem to think that it takes a lot of time to keep a stock system or record up to date; that is not so. A half hour's work each morning is about all the time required to keep a stock system for the average shoe store and there are very few shoe merchants, I believe, that cannot spare that half hour. But if they really cannot, any one of their salesmen can do it for them.

What the Stock Record Reveals

These are a few of the things that a stock book or record reveals.—

It reveals the lines and sizes that are the fast sellers, giving the merchant the opportunity of sizing them up frequently so as not to lose any sales on them.

It reveals the slow selling lines so that they can soon be got after either through price reduction or P. M's. or both.

By revealing the lines and end sizes that are accumulating from time to time and also showing the sizes and kinds that have been the best sellers, it serves as a guide for future buying. It also keeps the merchant on the alert to see that these broken lines and odd sizes are disposed of.

Here I might add that the quicker these lines are sold out the better for the health of the business. If they cannot be sold in the store, they can be sold to some small jobber or through the auction house. It is better to take a loss on these lines no matter what they may be rather than have them stick. Re-invest that money into good saleable goods and the loss will soon be made up. (Providing the same thing is not allowed to happen to the new goods).

In the slow selling lines are included the bad buy's. These too should be reduced in price as soon as they are discovered—the same season if necessary, for the loss on them then will not be as great as if carried over from season to season.

Keep the System Up-to-Date

Once a stock system is put in it is important that it be kept up-to-date daily and not neglected—for once that is done it looses its usefulness. I have known many merchants that have put one in and failed to attend to it for so long a time that they could derive no benefit from it and finally gave up in disgust, whereas had they attended to the keeping of their stock book regularly they would have continued using it and would have no doubt received very real benefit from it.

I have often heard business men remark that it was very difficult to remember lines by number. That may be so for a short time, but you can soon get used to knowing the goods by numbers and once you do it, it is much easier than to remember the full description of the shoe. The number when once memorized immediately calls up a mental picture of the shoe itself.

Now how does the average merchant that has no system to guide him do his buying?

Buying Without the Assistance of Proper Records

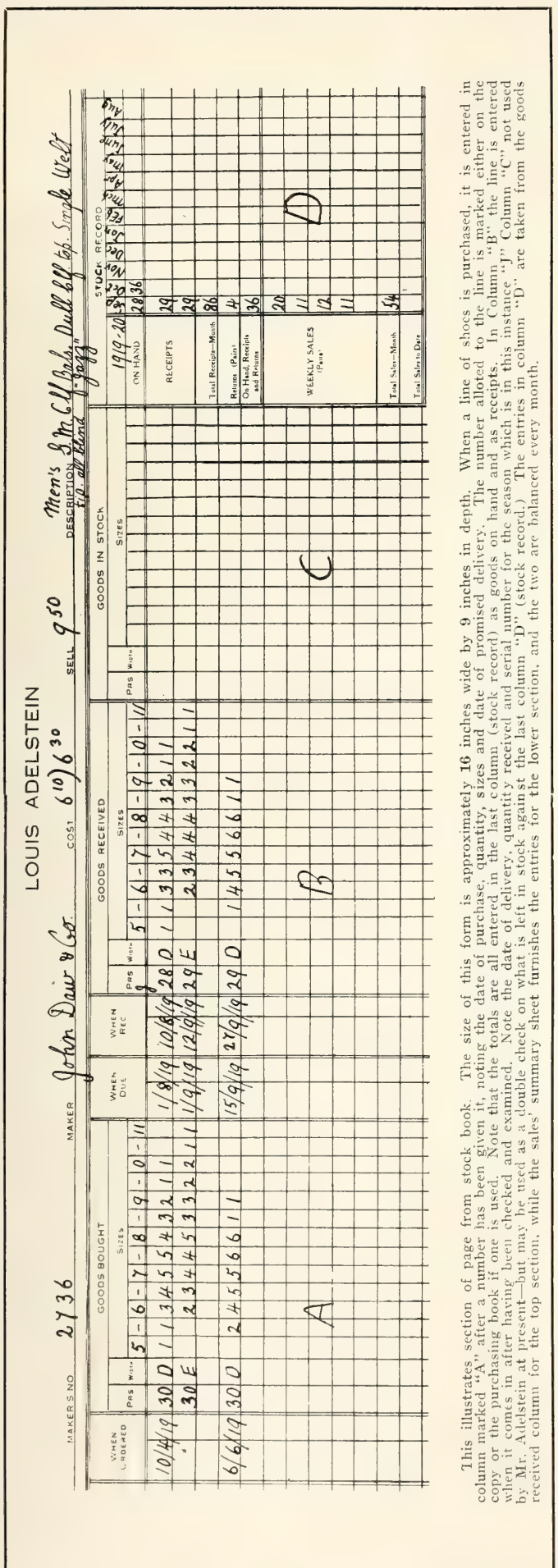
He goes from one sample room to another, selects the lines **he thinks have sold or those he thinks he can sell,** gives his sizes right there without regard to what he already has in stock, repeats the same thing until such time as he has seen them all, puts the copies in his pocket or in his desk and feels that he has done all his buying for the next season and that may be for six months—often times it turns out to be for much longer than that.

Now what happens when these goods come in? He finds no doubt that he has brought several lines that are so much alike that they duplicate each other and that he has bought sizes that he already has enough of in stock, that the quantities, on a good many of them at least, are heavier than he requires or than he can use within a reasonable time.

This has the effect of further increasing his already heavy stock making it much heavier than is healthy for him or his business. Time soon comes when all these bills come due and the result is he cannot meet them, though he may be doing a fair amount of business. Moreover he cannot assort on some of the fast selling lines knowing that his stock is already too heavy and his obligations not too well met.

Stock taking time comes around—and it is a good thing it comes around sometime. What does it reveal? An endless accumulation of broken lines and sizes, very few complete ones. Is it then any wonder that his store has not been making any money for him?

Let us see how the merchant that has a good working record does his buying.



This illustrates section of page from stock book. The size of this form is approximately 16 inches wide by 9 inches in depth. When a line of shoes is purchased, it is entered in column marked "A" after a number has been given it, noting the date of purchase, quantity, sizes and date of promised delivery. The number alloted to the line is marked either on the copy or the purchasing book if one is used. Note that the totals are all entered in the last column (stock record) as goods on hand and as receipts. In Column "B" the line is entered when it comes in after having been checked and examined. Note the date of delivery, quantity received and serial number for the season which is in this instance "J" Column "C", not used by Mr. Adelstein at present—but may be used as a double check on what is left in stock against the last column "D" (stock record.) The entries in column "D" are taken from the goods received column for the top section, while the sales' summary sheet furnishes the entries for the lower section, and the two are balanced every month.

Buying With the Assistance of a Record

He finds out first from the record the quantity of shoes and sizes that have sold the season preceding the season he is going to buy for. Then he takes account of what he has in stock of the lines of the particular house that he is going to see. When he gets there he too selects the lines that he knows should sell and when he gives his sizes he does so with some feeling of certainty for he is always guided by what his records show and by what he has in stock. I doubt whether he buys six months ahead of time (unless it be in a year or time like 1918 or 1919). Instead he may buy enough to cover himself for the beginning of the coming season, that is for about three or four months. Of course he too will make mistakes occasionally in some of his guesses, but the chances for making these mistakes have been at least lessened to a good extent. There is another thing that you will as a rule notice and that is, that this merchant buys so many pairs of shoes and not so many dollars worth of shoes. It is the quantity of pairs that we are interested in when buying and not their value.

The most advisable time to start a stock system or record is at the period of inventory when a proper count of quantities and sizes can be taken of all the shoes in the store.

Stock Classification

The shoes may then be divided somewhat as follows:—

Men's Black Boots starting from	100	to	299
Men's Tan Boots starting from	300	to	399
Men's Black Oxfords starting from	400	to	449
Men's Tan Oxfords starting from	450	to	499
Women's Black Boots starting from	500	to	599
Women's Tan Boots starting from	600	to	699
All Women's White Shoes from	700	to	799
Women's Black & Tan Oxfords from	800	to	899
Women's Pumps, Strap Shoes from	900	to	999
Misses' and Childrens' from	1100	to	1299
Boys' and Youths' starting from	1300	to	1499
All House Slippers starting from	1500	up.	

The division of the lines as outlined above makes it easier to remember the numbers and their rotation; for instance, once the numbers have been memorized it will be easy to distinguish that number 225 is a men's black calf boot and not a tan calf, or a women's boot—it can't be anything else. (See scale of numbers given above.)

After the divisions have been decided upon, all the shoes under a certain division are given their alloted number which is stamped in the lining and on the front of the carton with a rubber stamp. A page is taken for each line in the stock book, the description, cost and selling price and maker's name and number entered, also the date and quantity with the number given to the shoe,—the stock number is also used as the page number.

When a sale is made a slip is made out with the stock number size and price (No. 225 1/575 $9.50) instead of marking the description as is usually done where no stock book is used.

Use of Sales Summary Sheet

Every morning the sizes are either checked off the stock book or what is still better the quantities are entered upon a sheet provided for that purpose (See illustrations 1 and 2). I mean the quantities of each number sold for the day preceding. This latter system

HARVARD SYSTEM OF STOCK-KEEPING FOR SHOE RETAILERS

SALES SUMMARY SHEET (Form 7a)

(FOR ONE HUNDRED STOCK NUMBERS)

Year 1919

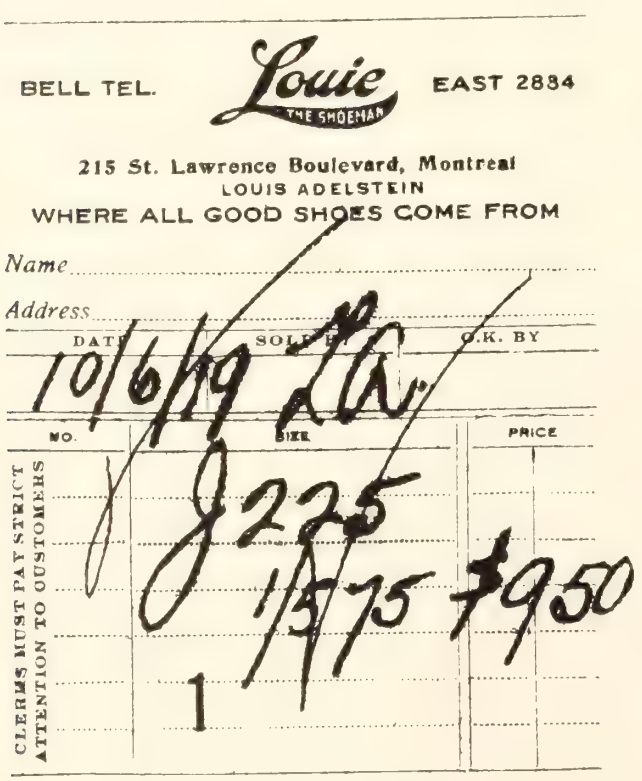
Stock Number	Week Ending Sep. 6th				Week Ending Sep. 13th				Week Ending Sep. 20th				Week Ending Sep. 30th			
	Sales		Returns		Sales		Returns		Sales		Returns		Sales		Returns	
	Tally	Total	Tally	Total	Tally	Total	Tally	Total	Tally	Total	Tally	Total	Tally	Total	Tally	Total
189	1-3-2-2-4-8	20	1	1	1-2-3-5	11			1-1-3-1-6	12	1-1-	2	-1-2-1-1-6	11	1	1

Heading of form used for summarizing sales figures. This form is printed double width—that is, with two sections same as above on each sheet, which provides for 100 stock numbers. Approximate size 15 x 13 inches. As will be noted, it is arranged in four divisions, each division for one week's business. The quantities of pairs sold each day of each stock number are entered separately and totalled each week. The column marked returns is for shoes that are exchanged for some other line or for refunds. Fom this sheet, the totals (weekly) are entered into the stock book in "Stock Record" column, lower portion, providing for weekly sales, and are added together end of each month and then deducted from total amount of pairs on hand, including pairs received and pairs returned; the balance is what is left in stock at that time and should check up with what is in stock. Stock should be checked with stock book at least every three months.

gives you the exact quantities sold each week, and month.

In my store a serial number is used along with the stock number. This tells us the season that the shoes came in at a glance. For instance, if serial A. was used in the spring serial B. will be used in the fall for all lines of shoes, regardless of whether we had the same line of shoes in from season before or not. By this method we can always keep track of all the lines that are left over for more than one season. The illustrations herewith show the different sheets in use in my store.

In conclusion I may say that I have not written for the purpose of criticizing the present methods of


BELL TEL. Louie THE SHOEMAN EAST 2884

215 St. Lawrence Boulevard, Montreal
LOUIS ADELSTEIN
WHERE ALL GOOD SHOES COME FROM

Name

Address

DATE SOLD BY O.K. BY

10/6/19 LA

NO.	SIZE	PRICE
	J225	
	1/5 75	$9.50
	1	

CLERKS MUST PAY STRICT ATTENTION TO CUSTOMERS

Sales Slip as used in the Adelstein Store

doing business; on the contrary, it is mainly in the hope of suggesting better ways of doing it and if this article will have the effect of convincing some of our merchants of the necessity of putting in some kind of a stock system I shall feel that it was worth while.

The Care of Leather

In a booklet on "The Care of Leather," distributed by the U. S. Dept. of Agriculture, it is pointed out that polishes that contain free acid of alkali are likely to injure leather. This is one of the conclusions from tests made by the Bureau of Chemistry of the Department of Agriculture. A polish of the emulsion type containing free alkali caused cracking across the vamp of shoes where the leather is subjected to frequent bending. Many of the liquid cleaners, often put up in combination with paste polishes for use on light-colored shoes, contain oxalic acid, which is likely to injure leather.

In the absence of water-soluble dye in the polish, free acid or alkali can be detected by stirring up some of the polish with warm rain water and testing the clear water, after settling, with red and blue litmus paper. A change from red to blue indicates free alkali, while a change from blue to red indicates free acid. In the presence of water-soluble dye, free acid and alkali can be detected only by chemical analysis.

There is a general belief that turpentine in shoe polishes is injurious to leather, but the tests did not bring out any injury that could be ascribed to it. The turpentine sometimes becomes rancid, acquiring a sharp, disagreeable odor and causing the polish to become gummy and unsatisfactory to use, but the quality of the leather does not seem to be affected.

Various other constituents are used in the manufacture of shoe polishes. Most modern polishes for leather consists of mixtures of wax colored with dyes and softened to a pasty consistency, usually with turpentine. Those free from turpentine are produced by emulsifying the mixed waxes by boiling them with a solution of borax or soda, coloring with dye or finely powdered bone charcoal and mixing with a solution of ordinary soap to form a paste or with a solution of Castile soap to form a liquid polish. There are also liquid polishes consisting of shelac, waxes, and dye in alcoholic solution.

"In years agone I used to hear men say, 'I intend to make my pile and retire from business and enjoy myself.'

"I am glad to know that anyone today who makes this remark is regarded as booked for the bughouse.

"The man who does not enjoy himself in his business will never know what happiness is."—The Philistine.

Do You Realize the Importance of the Children's Trade?

Out of Every 1,000 Customers entering Retail Stores, 240 are Below the Age of 10 Years—That is a Proportion of 24 per cent—Potential Customers for Infants' and Children's Wear

By CLAYTON E. HURLBUT
Secretary and Manager, the Hurlbut Co., Ltd.

The above figures are taken from a booklet which Marshall Field & Co., of Chicago, issued recently to their retail customers, and they considered the importance of this younger trade sufficient to justify a forty-two page book on the subject.

"All the year round there is a steady demand in your locality for a line of merchandise that is used by 240 people out of every thousand", remarks this booklet, and it adds that "this great part of your trade is especially powerful in the creation of good-will".

Children's Business the Basis of Family Trade

Figures such as these indicate again to retailers the importance of catering to and developing the younger trade in their localities. The subject is not a new one; retailers of shoes have been urged time and again to pay increasing attention to the business of the children—not alone to make the sales of children's shoes, but to grasp an opportunity of developing family trade, with sales to fill the requirements of children as a basis.

There are countless methods open to the retailer who seeks to develop the children's end of his retail business, and all of them are simple in principle. The field has been too much neglected in many places, indicating perhaps a feeling that margins on children's shoes are smaller than on style and novelty lines. We all know that such is the case, but **the merchant whose breadth of vision in the creation of profits is limited to the individual profit on any one pair of shoes will have to change his perspective if his final objective is large volume of sales.**

The starting point in the development of business in children's shoes is, therefore, a matter of vision—a realization of what a steady, constantly-increasing business in children's footwear can mean in the general success of a retail business. As the Field booklet aptly says, "good-will, while partly due to reason, is largely based on sentiment. Acquaintance, personal likes, response to service, habit—many small, unanalyzed influences are back of your regular patronage. The sale of infants' wear and children's wear gives you the best of opportunities to use sentiment to gain and hold customers. For if you please a mother with an article for her baby, you have entrenched your store in her favor more deeply and lastingly than you could have done in any other way."

Three Essential Points

Assuming a vision which acknowledges the desirability of developing the children's business, and granted a purpose to realize such a desire—then there are three great essentials in the development of this business. They are

1. Store atmosphere.
2. Good merchandise and service.
3. Right advertising.

Considering these three points categorically—first of all the retail store should breathe a whole-hearted, generous welcome to the children; create and hold such an atmosphere that a trip down town with mother, always a delight to the young mind, meant a greater delight because it included a trip to Jones's shoe store. In the creation of such atmosphere, there is nothing difficult. It may be as simple as you please, or it may be on an enormous scale, with play rooms and other attractions for children, such as are affected by some of the larger stores at the present time.

Appeal to the Child's Mind—Reach Its Heart

Children should be received by someone in the store who understands children and is patient and sympathetic with them. They should be served by the same kind clerks, in a part of the store which is interesting and attractive to youngsters. Surroundings should appeal to the child mind, which is desirable, but not the greatest necessity. Chairs, cartons—anything with which they come in contact—should be in appearance exactly as if they had been planned with the idea that the child is the most important customer in the store. Reach the child's mind with the appearance of everything and impress its heart with the kindly feeling of welcome and interest on the part of your organization. Offer some simple novelty, if you please. Any child can be delighted with a little gift, but again this is not an essential. However, creating an atmosphere which breathes interest in the child affects not only the child, but the parents as well, and builds that goodwill which is so important in any retail business.

Children's Shoes not Bought on Price

It cannot be assumed, however, that the child alone is to be pleased in the development of this busines. All shoes may look more or less alike to the youngster, but to the parents there is a world of difference in values. So, in the second place, look well to your merchandise. Have it attractively designed for the child mind, but have it the best value you can buy for the money, to satisfy the parents who are paying for the merchandise. Right here a great many mistakes in merchandising are made—due to the fallacy that children's shoes are bought on price. They are not and never were, and that is equally true of all merchandise. No purchaser of children's shoes is interested in poor merchandise at any price. Nor will parents stop at buying what is best for the children when convinced that the article in question really is the best.

No lasting business in children's footwear can be built on cheap shoes, for the fundamental reason that they cannot give service, and without service the creation of good-will is impossible. Are you building for the future? Then sell the best children's shoes at

the lowest possible price which insures you a profitable margin. Take a pride in your merchandise and have confidence in it. Do not hesitate to tell parents why you recommend it and be sure that your organization, or that part of it which deals with the children, knows why you urge the purchase of any particular line. Price is secondary as a selling argument with any retail salesman who knows his merchandise. He sells value, which is true economy—the only economy in which the public at large has any interest.

Lack of Constructive Advertising

Buy the best shoes you can buy, and keep on buying them. Tell the public about it, and keep on telling them. There are two good rules and one of them leads up to the third point in this argument—that of good advertising. If a merchant had in front of him the sum total of all advertising which is done by the retailers on children's shoes, he would be amazed; for practically all of it is confined to the bargain idea. **There is very little good, constructive, good-will advertising of children's shoes appearing from day to day in the press; nothing whatever that bids for permanency of the children's business.** One retailer will advertise children's shoes at one time at—say $2.49. Price is his argument. A little later, a competitor will advertise the same shoes at $2.25. Who gets the business? Both, at the time. Who holds it? Neither. A merry cut-price, cheap-price situation is on, which profits no one aside from the moment.

And while this is going on, a constantly increasing number of parents go quietly about requesting and purchasing the merchandise which manufacturers have demonstrated to them is best for the children—people who are not interested in nondescript bargains, but who buy from two motives, the interests of the child and right economy.

Make Quality the Dominant Note

The retailer is well advised who advertises children's shoes persistently. He is better advised if he makes the dominant note in that advertising good merchandise at a fair price—and talks the friendly atmosphere of his store. He can afford, to his own advantage, to link up his publicity with that which manufacturers are doing in his interest.

Store atmosphere, plus good merchandise, including service, plus good advertising, will win and hold the children's trade, and bring the rest of the family business along with it. There is no greater field for improvement and development in 1922.

Chatham, Ont., is a Live Shoe Town

Notes on Conditions in the Local Trade and How the Shoe Merchants are Getting After Bigger Business

There is a marked tendency towards improvement in business in Chatham shoe stores. All shoe dealers report a satisfactory business—when local conditions are taken into consideration. For one thing, the roads leading into Chatham have been in worse condition than for many years. Chatham being a city where country busines counts very largely in its total necessarily suffers from poor roads.

The conditions of the roads did not prevent all farmers from coming in, however, as many made use of the railroads and radials, while some, near Chatham brought out old Dobbin and the old ,almost discarded buggy and footed it to market.

In spite of the falling off due to the small number of farmers in the city Geo. W. Cowan reported, "Our business was fully as large as last year in number of pairs, although the lower prices caused a small falling off in dollar volume. If the roads had been in good shape we would have beaten last year's business by a large per cent."

City Customers in a Mood to Buy

City buying was good, customers being in a mood to buy. Shoe dealers find little difficulty in getting present prices. The customer does not question them because they are so much lower than a year ago. Another feature about prices was remarked by W. M. Lawson, one of the proprietors of the Cary-Lawson Shoe Co., 91 King Street. He said: "I think customers find shoe prices are favorably less in comparison with prices of other lines of merchandise."

At a number of places along the cornice of the shelving in the establishment of Geo. W. Cowan, 88 King Street, a motto card is placed bearing these words: "Good Service & Good Shoes." Prominently displayed before the customer's gaze it indicates the merchant's desires to give good service and to dispense good shoes. Constantly before the eyes of the salesmen it is a continual reminder to give good service.

Mr. Cowan's Easter window was a beautiful symbolic note in the displays of Chatham. Purple and white, the Easter colors predominated, which, with the aid of a number of fuzzy little chicks and easter cards in the form of an egg prominently symbolized the Easter.

Backgrounds that Lend Themselves to Variation

The window backgrounds of these windows for some time have been plain mirrors. This spring they have been changed by having a temporary background built in front of the mirrors. While temporary in character it is the intention to use the backgrounds for a considerable length of time. The windows of this store are of the "L" type, the two short ends of the "L" meeting at the door of the store, which is set into the building about fifteen feet making a wide vestibule, and giving a large display expanse. The temporary backgrounds have three oval panels widely separated at the sides of the building and three others closely set together at the back, or entrance side of the display windows. These ovals open on the mirrors, but are so built that they may be filled in with different decorative materials. Fancy papers and other materials will be used for this purpose, the intention being to secure a change in the appearance of the setting by the use of different color schemes. Thus, one week the ovals may be filled in with beautifully shirred or pleated silks, the next by a lavender paper, the next with plain white paper with an advertising message painted on it, the next

with a landscape picture, and so on, the possibilities for change being practically inexhaustible.

J. L. Campbell, 94 King Street, reported spring business as being spotty up to the present but looks forward to a fairly busy season when the roads are in better condition and the weather settled.

At Chas. E. Clements, 139 King Street, business was booming, the ladies of one of the churches at the time of the scribe's visit having a sale of baked goods and aprons. Mr. Clement's finds it profitable to make friends of the ladies in this way, while at the same time helping them to carry on their good work.

A Unique Display Idea

One thing noticed at this store was a uniform method of displaying styles that was attractive. Beginning with the left-hand upper carton in each section an open carton was partly pulled out, then others on the lower shelves in an oblique line to the lower right-hand carton. Pumps and slippers and other styles are displayed on these by hanging them from the heel. This gives a number of uniform lines of shoes that cannot help but attract the attention of the patron as she comes in. The men's sections are treated in the same manner.

At the Cary-Lawson Co., 91 King Street, Mr. W. M. Lawson, one of the proprietors said that he believed the prospects for spring were very promising. In this store there is a bargain department having spaces for the different offerings on each side of a table that runs part way down the center of the store. Remarking on one of the offerings, Mr. Lawson, said: "There's a monument to a buyer's mistake." Women's pumps worth many dollars per pair were being offered at 98 cents. These were purchased for sale purposes and were from a bankrupt stock—sizes running up to four's only.

Causes of Failures

"From my observations in purchasing and handling bankrupt stocks, which Mr. Cary my partner, owner of the Cary Shoe Co., Toronto, does extensively, I believe that the real cause of failures in the shoe business is due mostly to reckless buying. This recklessness is due to ignorance in many cases. The merchant buys a case of shoes in regular sizes—but he does not know just what sizes he will get. The manufacturers do not agree in sizing their lines. If more sizes that are saleable were purchased and fewer of the small sizes, (speaking of ladies shoes) were bought there would be more money made in the retail shoes business and fewer losses made by the manufacturers," said Mr. Lawson.

Mr. Lawson's experience in handling other men's stocks as well as his own makes this observation about the poor selling sizes very valuable to the merchant who does not give it much thought. The writer at one time ran across a stock of women's shoes that had over 1,200 pairs of 2¼ to 4's and not a pair of 5½, one of the best selling sizes of all, and the stock was supposed to be in good condition.

The H. G. Hodges store 93 King Street strikes one as one of the cleanest-looking in Western Ontario. There are two graduates of a school of practipedics employed here and the sale of arch supports and foot appliances is large. Hosiery is also handled by this firm with satisfactory results.

A. Hall & Son, 20 King Street, do a large farmer trade and when the roads are in bad condition they suffer somewhat. Mr. A. Hall and his son, with three other mechanics, do a large repairing business.

The stores in Chatham were gaily decorated with flags and bunting and closed Monday afternoon, April 17, on the occasion of Lord and Lady Byng's visit to that city, although the previous Friday, being Good Friday had also been a holiday.

The usual Thursday half holiday for the summer months will be instituted sometime in May.

Dating on Rubber Footwear

Communications Pass Between N. S. R. A. and Rubber Association of Canada

There has been considerable discussion from time to time regarding dating on rubber footwear accounts. Complaints have been forthcoming from the retailers that the rubber companies have not allowed them sufficient time in which to pay their accounts and still take their discounts. Our readers will be interested to know that the National Shoe Retailers' Association have been studying the matter, and communications which have passed between this organization and the Rubber Association of Canada are printed below. We welcome the opportunity of publishing these letters as they seem to bring out both sides of the case fully and fairly, though they may not represent the last word to be said by either side. There are doubtless certain angles of the situation which have not been touched upon, and we shall be glad to have comments from our readers on either side of the case. The letters follow:

The Secretary, The Rubber Ass'n of Canada,
Dear Sir:

We, the officers and executive council of the National Shoe Retailers' Association of Canada would like to present to you at your annual meeting, the following:

It has been a constant grievance felt from coast to coast by all shoe retailers carrying rubbers, and has been continually brought to the notice of this association and its executive that the rubber companies have not given the retailers a satisfactory length of time in which to pay their rubber accounts for placing orders and still make their discounts. The average retailer in himself feeling that he is too small a part of the retail world to make a complaint and

J. A. Connor, the announcement of whose appointment as vice-president of the Canadian Consolidated Rubber Co. will be heard with pleasure by the shoe trade.

have any reasonable attention paid to his complaint by such a concern as the Rubber Association is constantly asking his own organization to place this matter before the rubber companies stating that he is forced to pay for his rubbers in the Fall and his tennis goods in the Spring, about one month before any of these goods are sold, and this is a great hardship in nearly every case, as most retailers are naturally anxious to take their discounts and would do so if they were allowed some extra time in order to merchandise part of their stock before date of payment is due.

It is therefore with many requests at our back that we present to you the petition from your customers as a body and ask you to respectfully consider some extra dating on rubbers and tennis goods starting this coming season. We believe that you will get much better payments, and earlier, if this were the case, and would be thus a mutual assistance.

Your very kind attention is asked to the above request, and reply will be very much appreciated at your convenience.

On behalf of the officers and executive of the National Shoe Retailers' Association of Canada, I beg to remain,

Yours respectfully
E. A. Stephens,
Pres. N.S.R.A.

Mr. E. A. Stephens, President
National Shoe Retailers' Ass'n. of Canada.,

Dear Sir:

On February 14th at the Windsor Hotel, Montreal, I received from you a letter stating that Canadian shoe retailers from coast to coast feel that the rubber companies have not given them a satisfactory length of time in which to pay their rubber accounts for placing orders and still make their discounts. You stated the retailers are forced to pay for rubbers in the Fall and in the Spring about one month before any of these goods are sold, and that is a great hardship, as most retailers are anxious to take their discounts and would do so if allowed some extra time in order to merchandise a part of their stock before date of payment is due.

Your letter was placed before a meeting of the rubber footwear manufacturers of Canada and carefully considered by them as a body.

The manufacturers have asked me to call to the attention of yourself and your association the fact that their factories are now engaged in manufacturing for Fall requirements; paying out cash for labor and having to finance or pay spot for materials. On the average, for the manufacturer, it is about ten months between manufacturing expenditure and collection of payments for the goods manufactured.

Thus you will see that the manufacturer carries the expense of financing the rubber footwear business for ten months of the year, and the retailer for only two months.

The extension of payment terms, which you suggest, would mean practically that the manufacturer would supply all the capital to handle rubber footwear.

To the manufacturers it appears doubtful if this would work out to the eventual advantage of footwear retailers. Only a certain quantity of rubbers or other footwear can be sold as the demand is limited. If little or no capital were required by the footwear retailer, it is quite certain that the number of such retailers would be greatly increased, to the disadvantage of those now established in the business. By the present method of payments, the manufacturer shoulders the larger share of the financing, and retailers, through being required to assume a moderate share of the financial burden, are protected against the man who would go into the shoe business if it did not require some money.

To the manufacturers it appears that the adoption of the plan you suggest would only result in compelling the producer to increase his prices and creating greater competition for established retailers.

When these facts are considered by yourself and your associates, the manufacturers feel confident that you will not press your demand for the credit extension suggested by your letter of February 11th.

Yours very respectfully,
A. R. Hanney,
Secty. Rubber Ass'n of Canada.

Do you like sandals? No doubt you will when they reveal the fine arch and pink toes of a full-fledged flapper. Now for a new patent corn and bunion camouflage!

New Sales Manager Columbus Rubber Co.

E. H. Nickel, who has been on the sales staff of the Columbus Rubber Co. for the last three years, has been appointed sales manager of the company, succeeding Emile LaRose, who recently resigned. Prior to his connection with the Columbus Rubber Co., Mr. Nickel was with the sales department of the Canadian Consolidated Rubber Co.

Joins Staff of Duchaine and Perkins

J. H. (Andy) Moore, of Oakville, Ont., has been appointed Ontario sales representative of Duchaine V. Perkins, shoe manufacturers, of Quebec, and will open a sample room in Toronto. Mr. Moore is widely known throughout the province as a capable and aggressive salesman, who has made many friends in the trade. He was for several years engaged in the retail line, starting with John Agnew, Limited, of Brantford. Since joining the travelling ranks ten years ago, Mr. Moore has been with the Minister-Myles shoe Co., the Perth Shoe Co. and Ames, Holden, McCready.

Worry is the interest we pay on borrowed trouble.

Importance of Novelty in Window Trimming

To be Attractively Different should be the Display Man's Aim—Here is a New Method of Display Adopted with Success by Ryan Devlin Shoe Store—Adaptable to any Type or Size of Window

By W. J. FLEMING
Display Manager, Ryan-Devlin Shoe Store, Winnipeg

The display man of any store fills an important place in the business affairs of his house. On him depends to a large extent the outward appearance of the store—the impression it gives by means of its windows to the casual passer-by.

A store's windows are all the public is able to judge the place by, they have the same relation to the business as clothes have to the wearer. No matter what character a man may have, no matter how honest or conscientious he may be, if he dresses to look like a tramp he unconsciously gives the impression to persons who do not know him that he is a tramp.

The windows of the store act pretty much in the same manner. They are all that the man in the street sees of the store, and upon them he bases his impression of the business as a whole. Thus it is of the utmost importance that the merchant who would maintain his place in the public regard should have his store offer a bright, clean and prosperous appearance to the outsider looking in through the windows.

Types of Window Trims

Display men, and merchants who trim their own windows are constantly striving for new effects, they realize how important it is to always offer something different, and if possible more attractive, than the preceding window in order to present the outward appearance of the store in as favorable an aspect as possible, and for this reason many displaymen spend more time planning the window trim than they do actually building it when the display is mapped out.

Novelty has its value in window display work just as much as artistic designing, or the way in which the goods are shown. In most cases the clever handling of merchandise so that it will present its most favorable features and at the same time form an attractive attention-compelling effect in the window is just of as much importance as the manner in which the actual display is executed.

Originality is he hall mark of the successful window display man, or of the merchant who is striving to make his store just a little bit more attractive to the passer by than that of his competitor. Get something new—something that will compel attention; some plan that possesses individuality without being freakish. That is the big idea behind the successful window trim.

Windows too Ordinary

There is no doubt in the world that there is a great deal of similarity in the style and methods of window trimming used by stores all over the country, and for this reason alone the original display which one occasionally comes across strikes home with double force, because of the very sameness and monotonous regularity of most show window displays.

Given the same kind of windows, the same type of merchandise, the same methods of display and three times out of four a merchant will build exactly the same kind of a trim as you can see in any town you like to enter. The windows in such a case lose their force, and discount about half the selling value.

Adopt New Style of Trim

This year the Ryan-Devlin Company have launched out on a new method of displaying footwear and have abandoned the old stereotyped plan of putting shooes in piles all over the floor of the window.

Instead, the new rack fixtures have been installed and although a comparatively recent innovation they have already proven far more successful than the old plan of display. Under the method now in use we are able to display a sample of every line of shoes that we are selling at reduced prices thus giving the public a chance to see exactly what we have to offer.

Every pair of shoes in the display carries an individual price ticket—all of which by the way are uniform in pattern, coloring and style of lettering—and each ticket shows the original price and the reduced figures. This method of display is simple and it is attractive. Instead of offering a jumble of shoes leaving the window shopper to guess what else we may have, we now throw our cards on the table and offer him a wide choice.

The photograph shows a striking idea in a shoe display for the merchant who is prepared to spend a few dollars in an effort to produce an effect that is novel and that will invariably prove to be a sales producer.

An Adaptable Display

This plan of showing footwear has one big advantage apart from its impression upon the passer-by; it is that it may be adapted to almost any type or size of window. It is not a flashy display, it has a good appearance though it is not too artistic to make people forget the goods.

What shoe dealers need in these days of competition is a well arranged, up-to-the-minute, get-it-at-a-glance window that will attract business to the store, and results have proven that the type of display illustrated is effective.

The display shown in a store's window, and especially in the larger cities where the windows are depended upon to pull business , must be designed to catch the eye and carry their message home in a glance, and yet be so attractive that they create a desire to purchase. This has been the idea behind the style of window display, the Ryan-Devlin Company are now adopting with very good success.

Judgment Affecting Right of Retailers to Return Goods to Manufacturers

A recent court judgment in a suit instituted by one of the Canadian shoe manufacturing companies against a retail account is of general interest and is regarded by the manufacturers as a precedent, which is likely to have an important bearing on other disputes arising from the cancellation of orders and return of goods. The Shoe Manufacturers' Association of Canada has considered this decision to be of such interest and importance that a detailed report has been prepared and sent to each member of the Association. The circumstances were as follows:—

A traveller representing the manufacturing company booked the order for shipment February 1, 1920. The order was taken in the usual course of business and was not signed by the purchaser. As a result of labor difficulties, etc., at this time the boots were not shipped until 20 days after the date specified and reached the purchaser late in February. Shortly after receipt of the shipment, the purchaser wrote to the manufacturer, advising that the boots were being returned, alleging that they were not up to sample, and stating also that the purchaser has sufficient of these lines on hand. The seller replied on March 8th that, unless the purchaser remitted the amount of the freight, action would be taken upon arrival of the goods.

When the boots reached the station at the original point of shipment, freight collect, the manufacturer learned that the shipment was not in good condition after transportation both ways, and refused the goods. On March 15th the manufacturer wrote cancelling the offer of March 8th and demanding immediate settlement. Later in March the manufacturing company drew on the purchaser for the amount of the account, but the draft was returned unaccepted. The manufacturer then turned the matter over to a solicitor, who on April 19 repudiated cancellation and claimed payment for the full amount. The purchaser later remitted the freight charges to the railway agent at the original point of shipment, and the defence was based partly on the claim that the manufacturer had agreed to return of the shipment and that the condition, viz., payment of the freight, had been met.

After evidence for examination of discovery, the Judge requested the manufacturer to send back the original shipment so that he could compare the goods with the sample. The plaintiff refused to do so, on the ground that the goods belonged to the purchaser.

The whole case may be summarized thus:—

1. Goods were ordered from the manufacturer and the order was not signed, although the amount exceeded $40.

2. Goods were made as ordered and shipped within a reasonable time, (although 20 days after the date specified).

3. Seller indicated willingness to take shipment back on condition that purchaser paid the freight, but withdrew offer before purchaser agreed to it.

4. Purchaser refused to accept delivery and made claim for cancellation, alleging that goods were not up to sample.

5. Court found customer at fault and gave judgment in favor of the manufacturer for original claim and costs.

The purchaser who attempted to cancel this order was required to pay the full invoice price, approximately two-thirds of the plaintiff's court costs, all defendant's costs, eighteen months railway storage, and freight three ways. These items totalled considerably more than twice the amount of the original invoice.

Boston Round Table

On the occasion of the graduation of the members of the First Boston Round Table, one of the most notable gatherings of retail shoemen in the history of the industry was held in the main dining hall of the Wedgewood Restaurant, Boston. There were forty-three who had qualified for the diploma of the Retail Shoe Salesmen's Institute.

Timely and Telling Footwear Ad. Suggestions

Shoe Mileage

It's not the first cost that counts; it's the mileage per dollar.

The careful buyer seeks a shoe that will stand up under the strain of constant wear, that will retain its neat appearance, and grow old attractively.

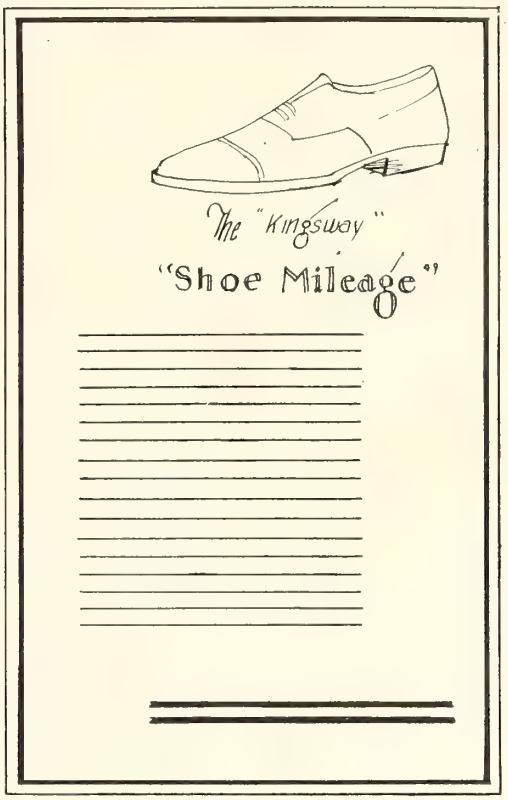
Such a shoe is the "Kingsway," a J— model. Even to the eye of the layman, the quality of the soft, flexible, close-grained, calfskin upper is apparent. It's of the kind that does not scuff, that responds immediately to the polishing brush, that retains its sap and snap and smooth shapliness almost indefinitely, if given reasonable care.

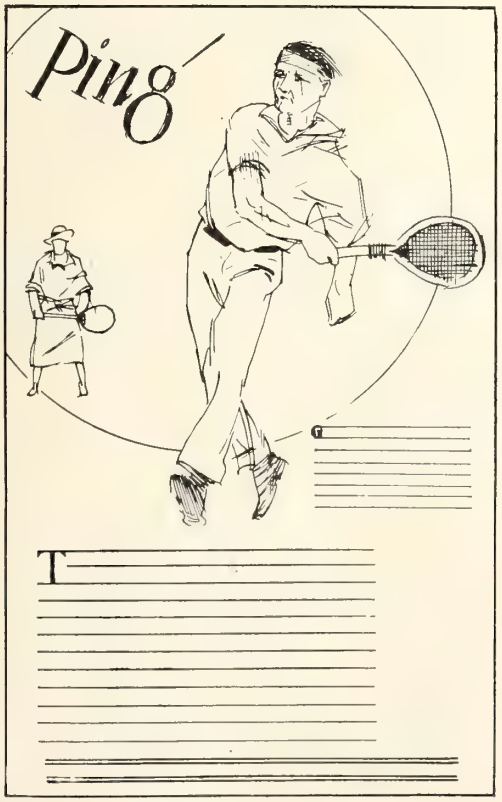
The shoe is a Goodyear Welt, made by the most skilled workmen. Its sole is of the finest oak tannage, and the quality of leather and workmanship will be evidenced by its trim edges after months of wear.

It's a great shoe at a moderate price, $11.00.

There are many other J—models of equal quality and attractiveness. Drop in and look our stock over to-morrow.

J.— & Co.





Ping!

Good old racquet! It sure does put the zip into the drive, doesn't it? But it's not the only important item of tennis court equipment.

The success of your game depends to a larger extent than you imagine on the shoes you wear. Not any old shoe will do, but a properly-fitted, well-made shoe that assures you comfort and security, that has the grip that will not fail you in a hard rally.

Our tennis goods have features that you will appreciate and our staff thoroughly understand the requirements. Let us serve you.

Blank & Co.

N.S.R.A. Activities

Below is a copy of a letter with which the National Shoe Retailers' Association of Canada recently circularized a number or representative shoe retailers:

You are, no doubt, somewhat in touch with the work of this Association by reading your trade journals, all of whom are good enough from time to time to publish extracts of the activities of the National Shoe Retailer's Association of Canada.

As we are all aware, during these strenuous days of reconstruction and of endeavoring to build up our respective businesses to what each would have his be, it needs every ounce of energy and great co-operation for success.

The officers and executive of this Association have endeavored during the past months to bring about a closer unity between various branches of the Footwear Trade of this country and the result of the first effort is a decision to have the next N. S. R. A. convention held in the winter season of 1922-23, and not this coming summer as might be expected.

This will give the Retailers', Manufacturers' and Shoe Salesmen's Associations an opportunity to hold a BUMPER CONVENTION at the same date and in the same city; thus giving a greater chance for business sessions, fraternal greetings and publicity for the activities of the Shoe World generally in Canada.

As you might rightly surmise the work of this organization has grown to such proportions that it is difficult to carry on with officers who render their time and service gratis and it has been suggested that the N. S. R. A. link up with some other Dominion wide organization who employ men to look after their interests.

To this end you will find a questionaire, in the form of a stamped postal card, which I would respectfully ask you to fill in by marking an X opposite the questions asked on the card, and to which you agree, and drop same in the mail box **at once** so that these replies may be tabulated, in order to understand how the members of this organization feel towards a change in the near future.

Thanking you for your co-operation, I am,

Yours respectfully,

(Signed) Howard C. Blachford.

Sec'y.- N. S.R. A.

The questionaire which accompanied the letter was as follows:

1. Are you satisfied with the work of the N. S. R. A. as it is, and if so will you continue to support it by membership?
2. Would you be in favor of linking up with the Retail Merchants' Ass'n of Canada as a Dominion shoe section and with one fee for both?
3. Would you favor raising the annual fees of the N. S. R. A. to a sufficient amount to employ a secretary, the raise to be from $5.00 to $15.00, in fees?

This letter and questionnaire were distributed to 245 shoe retailers and some 230 replies have been received by the secretary. The great majority are in favor of the N. S. R. A. maintaining its identity and not becoming amalgamated with the larger body, and they are ready to support the present organization as far as possible. The opinion is expressed by many that a paid secretary should be employed, but the general feeling is that an increase in fees to $15.00 would be more than the trade could stand at the moment.

Footwear Exhibit at the Canadian National Exhibition This Year

On behalf of those member companies which wish to participate, The Shoe Manufacturers' Association of Canada has made preliminary and tenative arrangements for an exhibition of Canadian-made shoes at the Canadian National Exhibition, August 26-September 9, this year. The last year there were more than 1,000,000 paid admissions to the exhibition and an attendance of 1,250,000 is looked for this year. This affords an unusual opportunity to impress upon the public the splendid qualities of Canadian-made footwear.

The association has secured an option on space in the west wing of the new arena, which would divide into 30 sections, each 10 feet square, along the four sides of a large light well. The Arena is near the eastern entrance and as the principal new building on the grounds this year it is certain to attract the crowds. Those with whom the plan has been discussed regard the space as excellent for the purposes of an exhibition of shoes. Other unusually and interesting exhibits will be located in the same building.

An open display is planned, so that the public can view the exhibit as a whole, which will be under the auspices of this association. It will be the aim to exhibit samples of the very best shoes produced by the Canadian shoe factories in all grades and it is desired to make the display truly representative of all branches of the shoe industry. The sections will be separated by railings and each section will be equipped with a table, 3 ft. by 6 ft., and probably with two chairs. A high power electric light fixture will overhang each section. It has been thought desirable to have as large a degree of uniformity as possible in equipment, signs, etc., and it is suggested that men's, women's and children's shoes be not mixed in any one section. A member may select whichever line he is most anxious to bring to the attention of the public or application may be made by any member for two or more sections and these will be alloted if it is possible to do so. It is expected that a number of allied trades will exhibit in spaces facing the shoe exhibits.

Already sufficient applications for space have been received to ensure the sucess of this exhibit.

Tariff!

A delegation representing the tanning and shoe manufacturing industries of Canada waited upon Hon. W. S. Fielding, Minister of Finance, on April 25 to present their views regarding the matter of tariff. The delegation urged most strongly that no changes should be made in the duties on boots and shoes and leather when the budget is brought down.

Compromise is catching. Where one dealer in a community settles at 50 cents on the dollar, others are likely to follow suit.

Show Card Writing—Talk No. 11

This is the eleventh of Footwear's Series of illustrated talks on modern show card writing. The author of these talks has had wide experience in show card work and his hints and suggestions have, we believe, proved, of great value to beginners in the art. Inquiries to our card-writing department will be welcomed and questions pertaining to show card work will be promptly answered. We suggest that the talks be preserved and filed together for future reference.

The card writer should be constantly on the lookout for suitable card illustrations. The illustration card, like the well illustrated newspaper advertisement, has fully twice the attractiveness of the one with only well printed words. However in the same degree that an advertisement will "kill itself" by picturing something that is entirely foreign to the subject advertised, the show card will also fail to achieve the end in view if illustrated with something that diverts attention from the message it bears.

In the case of the card illustrated here, two of the pictures have been clipped from trade journals and the one of the men's figures from a manufacturers window card. The possibilities for getting suitable material for this part of card work are without limit and will readily suggest themselves to the wide-awake card writer.

But again, we must bear in mind that only illustrations carrying out the picture that the words themselves create will actually increase the value of the card. Referring again to the cards illustrated, notice that not only do they attract and suggest the subject of footwear to the shopper, but they also suggest the advisability of a certain type of footwear, among which such cards would be placed in the display window.

It is unnecessary to add that great care should be taken in clipping out the illustration, as one complete whole. To obtain this effect and to take off the "raw edges" of an illustration, a little dry color may be rubbed on the card. This is easy to get and in the colors of blue, yellow and green, very pretty effects can be obtained. The colors are applied by a cotton wad and after any surplus powder is shaken off, the powder is daubed on the card. A generous light effect over the space where the illustration is to be placed will give a setting for the picture and add an attractive color effect to the card. Very little practice will produce pleasing results with dry colors.

At certain seasons various colored effects, such as flower clusters, leaves and holly, etc., can be quickly and effectively used in the embellishment of the show card. The big advantage of this type of decoration is the ease of applying and the speed with which satisfactory work can be accomplished. Illustrations such as these can be obtained from wall paper, crepe paper, etc.

Occasionally a small bunch of artificial flowers can be attached to the card and produce a pleasing and attractive appearance. The possibilities along this line are without limit. However, with the best card writers the rule is to underdo rather than to overdo the amount of card decoration. Always bear in mind that card illustration and decoration are to be used to attract the eye and impress the message.

Jas. Robinson Passes

Jas. Robinson, president of Jas. Robinson Co., Ltd., and one of Canada's best known and most highly respected shoemen, passed away on May 2 at Lakeside, Que. The late Mr. Robinson had been in failing health for somt time and had not taken an active part in the business of his company since 1916. Recently his condition had improved somewhat and he had undertaken some business trips, but on the day of his death he suffered an attack of heart trouble which resulted fatally.

Mr. Robinson was born in Montreal in 1856 and early in life, after his school training had been com-

The Late Jas. Robinson

pleted, he decided to make the shoe business the field of his mercantile enterprise. His first experience was with the firm of Ames Holden and Co., in whose employ he remained for some time. It was not long, however, until he determined to strike out for himself, which he did in the year 1885. Since then his life story has been one of achievement. His activities were not by any means confined to the company which bears his name. He organized the Maple Leaf Rubber Co., of Port Dalhousie, of which he was president for fourteen years, until it was disposed of to the Canadian Consolidated Rubber Co. He also organized and acted as president of the Independent Rubber Co., Merritton, Ont. Other concerns of which he was the head were the Minudie Coal Co. and the Dorchester Electric Light Co.

The late Mr. Robinson also made a reputation for himself in the civic life of Montreal, where he was alderman for several years.

He is survived by his widow and five children —two sons, Jas. George Robinson and Jas. Frederick Robinson; and three married daughters, Mrs. Grover Sargent, Mrs. Harold C. Moore and Mrs. Theodore Chamberlain.

New Welt Process

S. J. Pentler, of the Marathon Shoe Co., Wausau, Wis., has been in Toronto recently, stopping at the King Edward Hotel, where he has been meeting Canadian shoemen for the purpose of discussing the introduction into Canada of his firm's improved welt process on a royalty basis. The trade-mark name of the shoe built by this process is "Dr. Sommer's New Dawn Shoe," and many outstanding advantages are claimed for it. The firm lay stress upon its waterproof qualities, flexibility and even distribution of wear on the bottom—in which respects they state it excells. Another unique characteristic claimed for the process is equal suitability for the smallest light-soled baby's shoe and for the heaviest work or walking boot.

New Breithaupt Tannage

The Breithaupt Leather Co. announce a change in the color and finish of their Penetang sole leather. There has been a persistent call for a lighter colored hemlock and accordingly the company have produced this brand of their leather in an attractive union color, in place of the former cherry red tinge. The new tannage, it is stated, has all the qualities that have won a reputation for the old, with the added advantage of exceptionally fine appearance.

Mr. LaRose Makes a Change

Emile LaRose, former sales manager of the Columbus Rubber Co., has severed his connection with that firm and has joined the staff of the Canadian Consolidated Felt Co., whom he will represent in the Eastern Ontario and the Maritime Provinces. Mr.

Mr. Emile LaRose

LaRose has been in the shoe game since early youth, having been with the Jas. Linton Co. for a time, and later sales manager of the Canadian Footwear Co. Not only has he a reputation in the footwear industry, however, but also in the world of amateur atheletics, in which he is an enthusiastic participant. He served for a number of years in various executive positions of the National Amateur Atheletic Association of Montreal and in field sports, particularly, has made a name for himself.

"I believe I'll go fishing," said the impatient individual as he hung up the telephone receiver.

"Didn't know you cared for fishing!"

"I don't ordinarily. But it's the only chance I have of finding myself at the end of a line that isn't busy."

And Now Along Come the "Kewpie Kewps"

The Galt Shoe Mfg. Co., Ont., have recently placed upon the market a new flexible, cushioned-soled leather shoe, made in children's sizes, which embodies many points that make it of particular interest to the trade. A patent for the process has been applied for, the sole manufacturing rights being vested with this company.

The special features claimed for this new shoe are: It is constructed in such a way as to give the maximum amount of flexibility; a perfect cushion is obtained, soft and smooth, and is held in positive position during the entire life of the shoe; it is made on a welt process, and in its construction particular attention has been given to wearing services; it combines good appearance with the comfort of the com-

One of the "Kewpie-Kewp" Family

pany's patentable cushion sole features; it will maintain the same standard of quality in materials that has characterized the "Eclipse" range; the design is such as to insure facility of repairs and the shoe can be resoled by any cobbler.

In the infants' sizes, 2-5, this shoe will be made with chrome tanned elk sole, which will stand up under outdoor wear, and the larger sizes with regular high-grade oak sole tannage. This line is being offered to the trade under a special trade-mark "Kewpie Kewps for Kids."

How do You Figure Your Profits?

Read What Mr. J. A. Brunet Has to Say About it—Then Write "Footwear" Your Opinion

The problem of figuring profits in the average retail store is one of more or less complexity depending as it does on locality, overhead charges, amount of stock carried and other conditions that vary widely in different localities.

We shall take the case of a retailer catering to medium class trade and handling a general line and conducting a strictly cash business. Our theory is that small goods, especially staples, should be sold on a close margin, say, from 35% to 40% over cost. In fact, clean selling staples can be handled more profitably on a 35% profit than women's fine lines and novelties can on a 60% to 70% basis.

Take for instance a line of boys or misses staple school boots. The lasts and patterns scarcely ever change. There is never occasion to put a pair on the bargain counter. There is a comparatively small percentage of returns and no left-overs. They sell at full price, season after season, to the last pair. On a busy Saturday night the salesman can sell from four to six pairs of such lines while a fastidious dame is considering the problem of which type of harness buckles she likes better.

It is the left-overs, the loss of profits in clearing sales, the large capital tied up in novelty lines and the cost of service in fitting such stuff that keeps most retailers renewing drafts. The whole subject is too complicated for a brief article, but our idea is that from 60% to 80% over cost is essential to the retailers catering to novelty lines and keeping right up with the new things and we may add that we believe more money is to be made in the long run by the retailer who specializes on popular priced staples. handles reliable lines that move quickly and that he can sell at close prices—in other words, the man who builds on a solid foundation of sensible service and real value.

Issue New Catalogue

Congdon Marsh, Limited. wholesale shoe dealers, Winnipeg, have issued a new catalogue listing their complete range of footwear. This catalogue, both typographically and in layout, is a splendid piece of work and does credit to the firm issuing it. It contains forty pages and cover and is in two colors.

The next convention of the National Shoe Retailers' Association of Canada is to be held about the end of January 1923, following upon the convention of the N. S. R. A. of the United States. The executive anticipate that the Shoe Manufacturers' Association of Canada and the National Shoe & Leather Travellers' Association will arrange to meet around the same time, which will permit of holding bumper events attended by every section of the trade. The place of meeting is to be the Mount Royal Hotel, Montreal, at present in course of construction and which when completed, will be one of the finest hotels on the continent.

Barrie Concern Expands

The Barrie Hurlburt Shoe Co., Barrie, Ont., has moved to new and larger premises at 33 to 35 Dunlop St. The new store has a frontage of some 28 feet and a depth of 95 feet, the total floor space being 2,800 sq. ft. The front is of the auditorium type and ample space is provided for the attractive display of shoes. Twelve 200-candle-power lamps are used for lighting the windows.

The basement of the new store will be used as a trunk and bag department, and it is also very interesting to note that a hosiery section is being installed, to which special attention will be devoted.

Frank H. Hurlburt, proprietor of the establishment, has been in business in Barrie for ten years—five years as manager for the Carey Shoe Co., 32 Dunlop St., and five years in his own name at the same location.

Manufacture of Steel Shanks

Specialization is the vehicle through which the shoe trade will progress to higher efficiency. One highly-specialized branch of the industry which has shown considerable development during the comparatively short time it has been established is that devoted to the production of shanks. In Preston, Ont., there is an up-to-date factory which is specializing on the manufacture of McKay, turn and welt shanks, made up in fibre, steel and combination. This plant, operated by the H. W. Steel Shank and Specialty Company, is one of the factors in the creation of a self-contained shoe manufacturing industry in Canada.

Attractive Opening Announcements

The R. & R. Shoe Store under the management of J. R. Robinson recently opened their doors to the citizens of Kingston and vicinity. They are located on Princess St. toward the Northern part of the town and have a very attractive little store handling high quality goods.

Much comment has been passed on the effective advertising this store has done since their opening and especially the two advertisements of the Spring Opening which appeared in The British Whig, and which brought good results.

Mr. J. R. Robinson, manager of The R. & R. Store is a well-known figure in Kingston, and although hardly thirty years of age is fully competent business man. It is his first experience in the boot and shoe line although he has carried on business in Kingston along with his father for the last few years.

Berryhill Shoe Store Opened in Winnipeg

W. J. Berryhill, who for the past eleven years has been associated with the Yale Shoe Store, Winnipeg, has started in business for himself, taking over "Shoeland," 372 Portage Ave., Winnipeg. The business will be run under the name of the Berryhill Shoe Store.

Mr. Berryhill has spent his life in Winnipeg, and has therefore a very large circle of friends. It is his intention to build up a good class family trade, catering especially to women and children. In 1905 he started his business career as delivery boy for Guest & Cox, at that time well known shoe retailers in this City. Spending four and one half years with that firm, his next move was to Keewatin, Ont., where he put in a year with "Hunters," then returning to Winnipeg he joined the staff of the Yale Shoe Store, of which company he is still a shareholder.

Footwear wishes him every success in his new venture.

This attractive advertising was used by the R. & R. Shoe Store, Kingston, Ont., on the occasion of the opening of their establishment. This youthful firm's manner of introducing itself to the public is certainly pleasing—and it got results.

Baber's Ltd., which was opened last fall, has been referred to as "the handsomest exclusive shoe store in London (England.)" It has many interesting and elaborate features. Illustrations are reproduced by courtesy of the "Footwear Organizer."

The fitting stool is an obsolete piece of equipment in this store. Fitting platforms are installed which render its use unnecessary, enabling the salesmen to remain on their feet while serving customers.

The Main Fitting Salon Showing the Fitting Platform

A Handsome Department With Crystal Electrolier and Oil Paintings

Corridor Leading to the Main Department

The Entrance Hall With Neat Wall Cases for Display

A Corner in the Men's Department Designed for Quick Service

"Wholesale Service"

Statement Issued by the Shoe Wholesalers' Association of Canada

An analysis of the functions which the wholesaler performs, to the advantage of the trade and the public.

More than 75 per cent. of the shoe manufacturers look to the wholesale houses to market all or part of their output, and it is a conservative estimate that at least 60 per cent. of all the shoes sold in Canada reach the retailers through wholesale distributors. This is so, because the wholesalers provide the most economical means yet devised of getting most lines of shoes from the manufacturers to the ultimate distributors—the retail merchants. A system which has continued for many centuries and has not been supplanted by anything more efficient or economical must have important advantages. The purpose of this statement is to indicate briefly some of the services performed by the wholesalers.

Wholesale distribution is economical distribution. The shoe wholesaler serves as distributing organization to handle a part or all of the output, not only of one but perhaps of a dozen or more factories. The staff of a single wholsale house may do the work which otherwise would require a separate staff for every manufacturing plant. Some one must perform the service of distribution and the wholesaler gives such service at the minimum cost. He assembles, from various factories, all classes of footwear, in a full range of sizes in fine and staple lines. He offers the retailer a greater variety than is made by any one manufacturer, because the wholesale carries a large assortment, from the soft sole shoes for infants to the heaviest of leather and rubber boots for men. Wholesale distribution leaves the manufacturer free to specialize in production, while the marketing of the goods is handled also by specialists. The wholesale way is the specialized way.

The wholesaler is an expert buyer. His success depends largely upon ability to obtain the best value in footwear at not more than a fair price. He understands boots and shoes and he knows the merits and demerits of the goods of the various manufacturers. Moreover, he knows prices in relation to quality. His expert knowledge of shoe values is at the service of the retailer.

The wolesale way is a time-saving way. The wholesaler buys goods which he regards as representing the utmost in footwear values. While still offering a good range of choice to suit the individual preferences of retail merchants, he saves time for the retailer by showing only selected lines of proved merit.

Wholesale service is rush service. The wholesale shoe houses anticipate market requirements. They take the risk, if any risk is involved. They maintain warehouses and carry stocks from which they are able to supply without delay the requirements of retail customers, whether they be one pair or case lots.

Wholesalers' prices are based on economical low-cost service. The wholesaler buys from manufacturers who make shoes for the wholesale trade. He buys at the lowest prices, because he purchases in quantities and he buys on shorter terms than are given to retail merchants. He assumes the risks of bad debts on retail accounts. By handling a complete line of men's and children's shoes in various grades, he keeps down distribution costs.

Shoe wholesalers do not make large profits. There is keen competition amongst the wholesale houses, which ensures the lowest possible prices to their customers. Indeed, so low have been the returns to the wholesale shoe firms and so heavy the losses which they have suffered, that many old-established companies have failed or been forced into financial reorganization during the last couple of years

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Terms of Trade and Conditions of Sale

A schedule of terms of trade and conditions of sale has recently been drawn up and adopted by the Shoe Manufacturers' Association of Canada. This is as follows:—

Prices: Prices quoted in all coses are f.o.b. factory and not subject to change after acceptance of the order by the manufacturer, unless in accordance with the wording of the order form. An additional charge is made on single pairs or small lots of less than 6 pairs, made to order.

Terms—Orders will be accepted and filled only subject to the terms plainly set out on the order form.

Acknowledgement of Order—The manufacturers acknowledge every order, except in case the goods can be shipped immediately from stock. Such order thereupon becomes a binding contract, subject to the conditions stated on the order form. Purchasers are advised, for their own protection and to avoid misunderstandings, to insist upon receiving a copy of the order.

Cancellations: After acceptance by the manufacturer, an order is not subject to cancellation or alteration, unless it is so stated on the order form.

Shipments: The approximate time of shipment will be marked plainly on every acknowledment of order. No specified date of delivery is **guaranteed,** unless the acknowledgment of order shall so state, but, except in case of circumstances beyond the control of the manufacturer, the latter will be responsible for shipment within a reasonable time.

Verbal Agreements: To avoid misunderstandings, all details in connection with any order should be marked plainly on the order form. The manufacturers will not hold themselves responsible for verbal agreements.

Claims for Defective Shoes: Members of the Shoe Manufacturers' Association of Canada carefully inspect all footwear before it leaves their factories to ensure that it is in good condition. They cannot accept responsibilities for damage which may result from subsequent accident or abuse.

No claim will be considered unless the footwear in respect of which such claim is made is returned to the factory. To save expense, customers, when returning one or a few pairs, are asked to send them by parcel post, prepaid instead of by express.

No claim will be allowed if the footwear has been worn, except in case of defects arising from faulty workmanship or other causes within the control of the manufacturer. If, upon examination, it is found that there have been such defects, the shoes will be repaired or credit allowed, at the option of the manufacturer. But no allowance will be made for more than the purchase price, less a reasonable deduction

on account of the service which the footwear already shall have given.

No allowance will be made on patent leather and fabric footwear, except in case of defective workmanship in the manufacture of the shoes.

Pilferage: The manufacturers are not responsible for any shortage due to pilferage. Customers are advised to check all shipments promptly upon receipt and to compare same with the invoice. In case of shortage, they should make a claim against the transportation company.

In case, for any reason, the goods as received are not satisfactory to the purchaser, the latter is requested not to return the shipment to the factory before first communicating with the manufacturer, and affording an opportunity for investigation of the complaint.

Can The Shoeman Successfully Handle Sporting Goods?

Geo. H. Wilkinson Says Yes and Tells How

George H. Wilkinson, shoe merchant of Windsor, who made famous the slogan, "Wilkinson's shoes wear like a pig's nose" has solved one of the problems of modern day business, that of expansion. A shoe merchant may find his sales of shoes slowly and steadily increasing without being satisfied with the normal increase ordinary methods produce. Mr. Wilkinson is one of the class of merchants who believes in pushing into new fields for business as soon as he has the old fairly well under cultivation.

Several years ago he conceived the idea of boosting his sporting shoe department by giving away boys baseballs, bats, etc. This he found worked out so well that he thought he might as well extend it to cover the whole line of sporting shoes. With this as a beginning it seemed just the logical thing to do to open a first-class sporting goods department and get all there was out of it.

Sporting Goods Tie in with Shoes

"The shoe merchant is the logical dealer to handle sporting goods," maintains Mr. Wilkinson. "One line leads into the other forming an inter-locking business that is hard to separate successfully. Many of the sporting goods articles are manufactured of leather and rubber, lines that the shoe merchant handles. Baseball bats and balls, masks and outfits lead to baseball shoes. Tennis rackets and nets lead to tennis shoes. Skates lead to skating shoes. Golf clubs lead to golf shoes. The one line of business feeds the other—why separate the profits?" said he smiling contentedly.

Mr. Wilkinson is the jobbing agent for the well-known line of Reach Sporting Goods, the Canada Motor Cycle Co., skates, etc., and does considerable jobbing as well as a retail business. The jobbing business is done by visiting the smaller surrounding towns taking orders and boosting the sporting goods line as a profit maker.

He is also the only dealer in Western Ontario that secured the bonus offered by the Canada Motor Cycle Co., for quantity sales last season, showing that sales of skates alone may be made profitable, but when coupled with the sale of shoes fitted to the skates and the feet in the same store they are doubly so.

Fifty Per Cent. Mark-up Selling Price

The average mark-up of most lines of sporting goods is 100 per cent. of cost, or 50 per cent. of selling price. A fair rate of stock turns is secured by buying in small quantities and ordering often. "The policy of small stocks and frequent purchases has proven very satisfactory," said Mr. Wilkinson, "and more than that, the room necessary to stock and display the goods is very small."

While being interviewed, Mr. Wilkinson answered a phone call. At the conclusion of the conversation he said, "A customer just called up, and we are to send him a pair of $7.00 golf shoes. That's the way sales are made very often. The whole transaction is completed without trouble or waste of time."

The sporting goods are pushed by newspaper advertising, circulars, etc., the line being handled as a business of itself, and frequently advertised separately, the only connection being sport shoes.

Sporting Goods Enliven Window Trims

The window displays are enlivened by the introduction of sporting goods, overcoming the monotony of display that is often so difficult to avoid.

While many of the sales are comparatively small there are many that are compensatingly large, especially when a ball team is fitted out from head to foot, the necessary outfit consisting of balls, bats, masks, mitts, etc.

"The sporting goods line has helped to swell sales and profits in that department, and to boost the sporting shoe lines—but it has done more than that," concluded Mr. Wilkinson. "The addition of this department has added largely to my regular shoe customers as well. Many customers for regular lines of shoes first came to the store for sporting goods or shoes."

Border City Shoemen Faced with Keener Competition from U. S. Concerns

The Border Cities shoe stores are going to have more severe competition again from Detroit stores across the river. With the reduction of exchange rates the American firms are entering the field in earnest. Large spaces are being contracted for in the newspapers and considerable direct advertising is being done. The following circular letter sent to a list of Canadian names by R. H. Fyfe & Co., the largest exclusive shoe store in Detroit, indicates that these firms are going to compete for business in an aggressive manner:

"We take pleasure in announcing that the Fyfe Store is again accepting Canadian currency for purchases at its regular face value with discount.

"We believe you will find this arrangement particularly advantageous at the present time when spring models of all types are being introduced rapidly in all departments.

"As you know, a recent general reduction of prices has placed our entire stock squarely on the new market basis. You thus receive the benefit of the double saving.

"The fine quality of leathers and workmanship, the character of styles, and skilled fitting service for which this store is noted will, of course, be maintained as formerly."

Stratford, Ont., Boasts Many Attractive Shoe Windows. Here is that of Knechiel & Co., which in its Easter Attire Drew Unusual Attention to Itself

An Example of Effective Window Dressing

The accompanying illustration shows a close-up view of an attractive Easter window display which was used to good effect by Knechtel & Co., 103 Ontario St., Stratford, Ont. A rich and striking appearance was secured by a purple and white color scheme, the fixtures being draped with purple velvet, which set off the shoes to excellent advantage. To add the Easter touch, fluffy yellow chicks were interspersed among the shoes.

The window was dressed by Mr. E. M. Wegenast, who is a strong believer in keeping displays open enough to bring out the individuality of each shoe. There is another section of the Knechtel store front not included in this illustration.

Pierre Blouin, Ltd., Move to Montreal

Pierre Blouin, Ltd., wholesale leather dealers, have recently removed their headquarters from Nelson & Colomb Streets, Quebec City, where they were formerly located, to 322 Papineau Ave., Montreal. Located at this same address is the Ideal Shoe Co., of which also Mr. Pierre Blouin is the president. This company produces women's and misses' McKay sewed shoes.

Mr. Blouin and his family are taking up their residence in Montreal.

Canadian Shoeman Wins "Best Name" Contest

The Manning Fibre Products Company, Inc., Troy, N. Y., have announced the decision of the judges in the prize contest recently held for a name for their new waterproof shoe counter.

The name they have selected is "Mannikoid", this being, to a certain extent, similar to the Company's name, and being allied to their trademark, which is a picture of a shoe counter surrounded by mannikins.

"Mannikoid" was suggested by a Canadian shoe man, R. W. Ashcroft, who is associated with Ames Holden McCready Limited, one of the largest footwear manufacturers in Canada, and the first prize of $250.00 cash has been awarded to him.

The reasons for selecting the name "Mannikoid" are well set forth in Mr. Ashcroft's own words, as follows.

"You cannot incorporate in a trade-name all or even a few of the superior qualities of your new Counter. You must christen it with a distinctive, euphonious, easily-remembered, cannot-be-mispronounced name; and then, by quality of product, advertising and salesmanship, make this name synonymous with Counter perfection, viz: imperviousness to water and perspiration, abrasion and friction resistance, flexibility, durability, accurate fitting, etc., etc."

The Arctic in evolution—This "Cavalier" gaiter is first cousin to the old-fashioned arctic and a lineal descendant of the bell-top boot—for when the invisible fastener at the top releases the cuff it flares out in the most approved style, so that the slender feminine limb proceeding from it gives almost a plant and flower-pot effect. (Courtesy Boot & Shoe Recorder.)

High Lights in Hosiery Sales—Pointers by an Expert on What is Selling and How to Sell It

It is a little over a year ago since Owens-Elmes, Ltd., installed a hosiery section on the main floor of their store at 89 Yonge St., Toronto. This end of the business has gradually been growing in importance and it has recently been placed under the direction of Miss M. A. Patterson, a capable young woman who has had many years experience in buying and selling hosiery, as manager of the hosiery department of Fairweather's, Ltd., Toronto.

"Footwear" recently had the pleasure of an interview with Miss Patterson and learned many interesting points about "leg wear," which we believe will prove enlightening to our readers.

"The business of a hosiery department in a shoe store," said Miss Patterson, "is first of all to match the shoes sold with hose. I don't know whether we shall be able to bring the public to the point where they will come to Owens-Elmes simply with the object of buying stockings— it will require a good deal of education—but at the moment our main object is to offer our customers a service that will make them more satisfied and that will make the shoes sold them appear to the best advantage.

"The response latterly to our efforts to give service in this way has been quite encouraging. Easter Week was particularly good—silks of course being the feature—and I feel we shall gradually be able to educate a large percentage of our customers to always buy hosiery from us to match their shoes. The clientele here of course is of the highest class, and the little extra attention and courtesies we offer them, as compared with the average ladies' wear store, do not come amiss."

Here "Footwear" interposed a question : "Can the high grade shoe establishment ask a little bit more for its hosiery than the department store or ladies' wear store?"

"No!" was the prompt reply. "Let no shoe merchant run away with the idea that he can charge more than the prevailing prices, however exclusive his establishment. There are two articles of apparel on which you can't fool the average woman as to values. One is gloves and the other is hosiery. On both lines she is fairly expert and knows just about what prices should be, due to the fact that she buys them quite frequently and still more frequently sees them advertised in the papers and examines them on her shopping expeditions. I have had practical proof of this in my department store experience—women have come to me looking for hose to match their shoes and have told me that they had seen what they wanted in the shoe store but that the prices were too high.

Asked what was going best, Miss Patterson said: "Silks of course constitute the bulk of the demand at the moment. Apart from blacks and whites, the most favored shades are tan, grey, nude, and beige. Nude is particularly popular at the moment. [Nude, it may be explained, is so called because it most nearly resembles the complexion of the feminine limb.] Worn with the much-featured patent shoe, it makes a very effective contrast. Beige is also very strong—it is about two shades deeper than the nude, inclining more to a coffee-with-cream tone.

"The matter of attractive combination between the shoes and the hose is one in which there is lots of scope for the display of taste by the sales' person as well as the customer. Now take a sand-colored suede oxford with brown leather trimmings. Should a sand-colored or a brown stocking be sold to wear with it. That depends upon a detail which appears quite small in itself. It is simply this—if there is any brown leather trimming on the quarter where it will come actually adjacent to the stocking and blend in with it, a brown stocking will give the best effect, but if the quarter is entirely of sand-colored suede and the trimmings are confined to the vamp and tip, the sand colored stocking should be worn. In the case of a patent and white combination shoe, a black stocking will nearly always give a better effect than a white, which inclines to look rather flat."

"Footwear" enquired as to what fancy lines were carried and was shown some beautiful examples of lace and embroidered effects in Italian silk. Italian silk is the purest variety that is produced for use in the manufacture of hosiery and gloves, and is distinguished by its beautiful texture and "feel" and heavy weight. Inferior silks used in hosiery are frequently "loaded" to give them the desired weight and make them more nearly resemble the genuine Italian silk article, our informant stated. Some of the most interesting effects are secured through open-work clocks in the Italian silk hose. The prices for this class of goods run as high as $7.00 and $8.00 per pair. Another particularly attractive number was of silk and wool, drop-stitched, in a tan shade, with hand embroidered clock. This hand-embroidered clock is an expensive feature. With it, the stockings sell at $3.50, while without it, the same goods are priced at $2.00

The high-grade Italian silk and silk and wool lines are practically all made only in the full-fashioned type.

Any Hosiery Department in which the Goods are as Tastefully and Temptingly Displayed as in this of Owens-Elmes, Ltd., Toronto, cannot fail to Attract Customers. Note Glass-Fronted Drawers used for Stock

What Every Woman Should Know about Her Hosiery

Silk stockings are goods of such delicate texture and so susceptible to damage from careless handling that adjustments in connection with them are sometimes a matter of difficulty. A disgruntled customer will sometimes return to the store with a pair of hose in which threads have been torn after wearing once or twice, not through any fault in the workmanship or materials, but through her own improper usage of them. She will demand a rebate or a new pair of stockings, and if her request is not granted will be quite antagonistic to the store. The majority of merchants will find it the best policy to accede to her demands as gracefully as may be, but it is best to warn her beforehand as to how silk hosiery ought to be handled and so provide against the likelihood of damage to the hose through her own carelessness.

In this connection, a plan which looks like an effective one has been adopted by a live merchant. Not only does he instruct his salespeople to warn people of the delicate texture of silk stockings, but he also has a small poster inserted in each pair, under the heading, "What every woman should know about her Hosiery." It reads as follows:

"Silk hosiery cannot be guaranteed when damage results from failure to observe the following simple rules:

"**How to wash silk hosiery:** The chief enemy of silk hosiery is soil from perspiration and dust, also leather stains from shoe lining. Therefore they should not be worn a second time without washing. In order to insure long life, silk stockings should be washed shortly after removal. Dry indoors away from the strong light to avoid fading of colors. Do not dry on steam radiators or with artificial heat.

"**How to put on silk hosiery:** Stockings should be rolled down to the heel. Avoid undue strain in pulling over the foot. Silk hosiery is ruined by inserting the hand while wearing rings which catch and cut the fine silk threads. If the rings cannot be removed, the stone should be turned to the inside of the hand and covered by the thumb, so that silk threads will not be caught. Supporters should be fastened to the garter band only. If fastened below the garter band, the threads will almost certainly be broken. If fastened too tightly threads may be broken by the strain when the knee is bent in walking or climbing stairs.

"**Silk hosiery damaged by friction:** Shoes with rough spots or arch supporters will wear out silk hosiery quickly. Be careful that eyelets, lacing and buckles on shoes do not tear the threads. Silk hosiery, especially with clocking, is quickly worn out by friction with tight skirts.

"**To secure satisfactory wear from silk hosiery:** Be sure to purchase proper size; it is usually advisable to buy silk hosiery one-half size larger than lisle or cotton hosiery. Own several pairs and wear them in rotation. Wash and dry them according to instructions. Be careful in putting them on. Be careful they are not damaged by defective shoes or other unnecessary friction."

A Costume of Hosiery

In an Ottawa store a headless wax model was recently used, whose costume consisted entirely of silk hosiery. The model occupied a gilt platform which was set at the rear centre of the window, and her blouse was formed from an artistic alternate formation of black and white silk hose. Her skirt likewise was made with pairs of white, green, black and brown silk hose, each color partly overlapping the other. Her legs were clad in nigger brown silk hose with black pumps on her feet.

Charts a Useful Aid in Repair Business

No Other Method is quite so Effective in Keeping Records of the Up-and-Downs of Business as the Graph

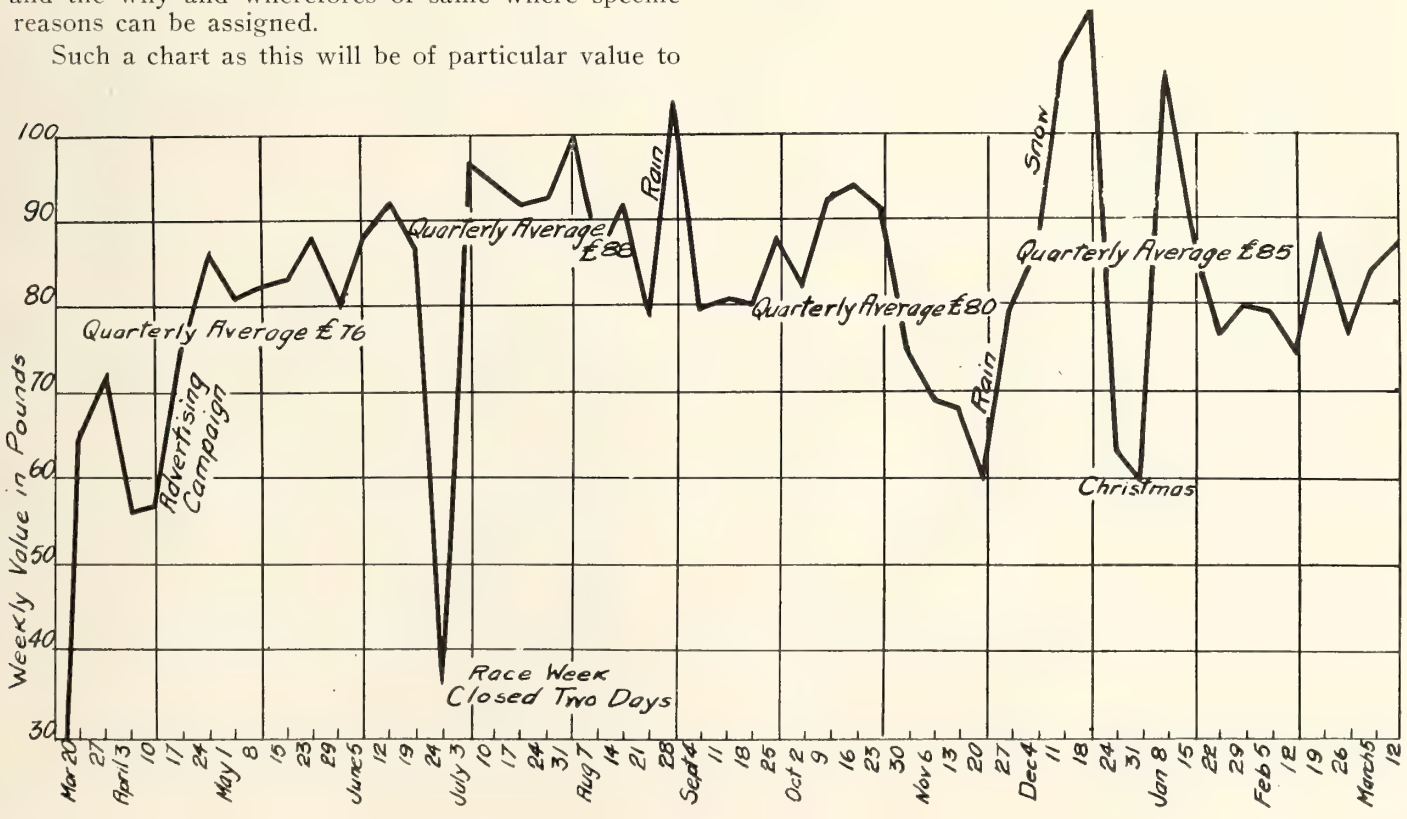
The very interesting chart shown herewith is reproduced from the British Shoeman. This was used by an English shoe repairer who has three receiving shops and a small repair factory. It shows the value in pounds of work actually done in the factory each week during the year, and also the quarterly wages. Similar charts are kept for each of the receiving shops. The head of the business thus knows at a glance the volume of work coming in, and can instantly detect a falling off at any branch.

The chart makes it possible to draw interesting and valuable conclusions regarding the various conditions of business and weather that affect volume of trade. Note, for example, the comments which mark the different valleys and peaks of the chart. An effective advertising campaign during April Boosted the weekly turnover from around £55 (approximately $275 par value) to well over £80 ($400). A sharp dip in the graph is explained by "Race week—closed two days," while a "Rain" is the explanatory comment on a high peak attained during August. Another peak, the highest in the year, shows "snow" as the immediate cause of the increase. The quarterly average is noted each three months, and there the owner has before him a record that can be comprehended at a glance, showing the up and downs of his business during the year and the why and wherefores of same where specific reasons can be assigned.

Such a chart as this will be of particular value to a repairer who does any advertising, as it will indicate to him very clearly whether or not his publicity is taking effect, and where there are declines which cannot be accounted for by the changes of the seasons, he can endeavor to check them by aggressive advertising and sales methods, or it may bring his attention to the need of a closer inspection of the work sent out.

As a stimulus to the interest of the employees the chart may also prove very useful, particularly where comparative charts for the current and previous years are shown. If a repairer has reliable men working for him, the more he can take them into his confidence the better. If they can see how business is going, it will help to create in them keener interest in their work and to make them feel that they are working **with** the boss rather than **for** him.

Under ideal conditions and efficient management, the chart will of course show a steady incline with the fewest possible number of dips, and the repairer should aim to achieve this condition. Overhead is going on all the time on the slack days as well as the busy ones, and steady business which allows both men and machinery to operate at the greatest efficiency is much to be preferred to alternate spurts and slumps—though these are of course unavoidable at times.



Useful Hints for "Shoe Repair Shop"

A gem insole must never be made with the leather too wet or the adhesive canvas not heated to exactly the right heat or temper; and it should be used within a reasonable time after it is made. If laid away in a dry place, it will shrink, curl and wrinkle until it no longer fits the last. Temper is a very important element in the shoe business. All the different parts must be properly prepared and then put together at a time when they are in the proper condition, or temper.

In leveling the stitch-aloft bottom if the ridges at each side of the row of stitching are not rubbed down, when the shoe is buffed, these ridges are buffed off, and it gets through the grain and shows the leather coarse all around the stitched-aloft seam.

If you are careless about the temper of the outsole on stitched-aloft work on the assumption that there is no channel to lay and it is no matter if the soles get dry, it is perfectly natural for the shoes to be slighted when they reach the leveler, and when they are buffed the buffer will cut through the grain.

Who Gets the "Booty" in a Price War?

War is a reflection upon the intelligence of the race; it accomplishes nothing but destruction, disruption, chaos.

And there are those who would apply the methods of war to business. They are out to cripple or crush competition by any means within their power. They seek to build their own success upon the failures and embarrassments of their neighbors. To use a ruined competitor as a stepping-stone is the height of their ambition—to which end, price-cutting is considered a most effective weapon. And it is an effective weapon, in that it succeeds in hurting everyone in general. The man who uses it gloats over the difficulties in which he manages to drive his competitors, but he often doesn't realize, until he finds himself unable to meet his bills, that his weapon is a boomerang which, after it has accomplished the downfall of others, comes back and hits himself a hefty clout in the solar plexus.

In our last issue we printed a very significant letter from a repairer in a Western town. The circumstances are quite interesting and typical. In order to secure some of his competitors' trade one repair man came out with the announcement that with each soling job he would put on rubber heels free for three days. Very good! Another shop, however, decided to go him one better and offered to do the same for a whole week. Excellent! Great rush of business to these two establishments for about two days! Zip goes the film, and we reach another phase of this dramatic situation. The other repairers in the town are of course not blind to what is going on, nor are their regular customers. The latter inquire as to whether "you are doing the same as Jones and Smith in putting on rubber heels." The answer will in nearly all cases be "Yes." Further "Free Heel" announcements come out and within the week everyone is doing the same thing. Net results, returns reduced to a starvation basis all 'round—everyone worse off, no one better off.

Where ignorance prevails, of course, the price-cutting evil is most marked. The man who doesn't know what it costs him to do business will offer to do work for almost any figure that covers the cost of leather and time, overlooking every other item that enters into the job. He forgets about rent, taxes, tools, mechanical upkeep, findings and supplies required, light and heat, depreciation, and doesn't even consider it necessary to pay himself a salary for his own work. It is lamentable that in these days when we are supposed to be applying modern and efficient methods to every branch of industry there is so much cave-man stuff to be found in the repair trade. In some localities the trade has progressed marvelously as a result of educational propaganda carried on through associations and the trade press; in others, it is still jogging along in much the same way as it did at the dawn of history.

Poetic Advertising

'Tis the soles of the people I keep in view,
For I am the doctor of boot and of shoe.
I sole the living—but not the dead—
With the best of leather, wax and thread.
I can sew on a sole, or nail it fast,
Do a good job, and make it last.
There is nothing snide about what I do.
Doubt not this statement, my work proves it's true.
I can give you a lift in this changeable life,
And not only you but your children and wife.
A good many patients have come to my door;
Worn out, run down and feeling quite sore.
Though I don't use poultice, plaster or pill,
I cure all sick soles no matter how ill.

THE LITTLE WONDER SHOE REPAIR SHOP,
1209, 9th Ave., E.,
CALGARY, ALTA.

A Successful Repair Business

The four cuts herewith illustrate the development of one of the largest repair businesses in Canada. Mr. Arthur Butterworth is at its head and he is now operating four stores in Toronto. The main

This Cut Shows the College St. Branch of the Practical Repair Co. It is the Latest Addition to the Firm's Chain

Above is shown the Yonge St. shop of the Practical Repair Co., which is the main establishment. The cut on the left shows the Dundas Street branch.

The cut above illustrates the Queen St. branch of the same concern. In this shop is installed a 26-foot repair outfit, having a Goodyear stitcher at one end and a McKay stitcher at the other.

store is located at 457 Yonge Street, and there are three branches, 667 Queen St., West, 1459 Dundas St., West, and 274 College St. All the shops have excellent locations, as anyone who is acquainted with the city will immediately recognize, and the policy upon which the business has been built up is that of speedy, efficient service at a reasonable price. Mr. Butterworth has never cut prices, but neither does he believe in exorbitant charges, and he has always kept down pretty close to the association's minimum scale. All the stores supply while you wait service.

Mr. Butterworth believes that keen and careful buying is one of the first and most important factors in success in the repair business, and through the operation of a chain of stores he is enabled to buy to the best advantage. It has always been his policy to take advantage of discounts, and he can say what probably very few business men can say—that he has never failed to accept one.

Concentration of accounts is another point upon which Mr. Butterworth lays emphasis. If a repair man has little accounts with a large number of jobbing houses, and places orders for trifling amounts with one and another, no one values his business very highly and he will not get the same service and consideration as if he gave larger orders to a smaller number of concerns.

Mr. Butterworth has been in the repair business for nine years, and from the start he has put the same energy and enthusiasm into organization work that he has put into his own business. He can make both go. He is president of the Toronto Shoe Repairers' Association for 1922.

An interesting point which we should not omit to note is that in his Queen St. store, he has installed what is probably the longest repair outfit in Canada. At one end is a Goodyear stitcher and at the other, spliced to the shaft, is a McKay stitcher. This arrangement is Mr. Butterworth's own idea and has proved very satisfactory. The total length of the outfit is about 26 ft.

Regional Organization May be Tried in Toronto

The formation of district branches has been discussed by the Toronto Shoe Repairers' Association. The object of this move would be to have meeting places at various points in the city that would be convenient to a large group of repairers in the surrounding vicinity. For instance, a Riverdale district, a St. Clair district, a Parkdale district, and others, might be organized. This would tend to create more of a community spirit and produce a friendly competition between the different districts that would be helpful. The next meeting of the Association is being held in Playter's Hall in the Riverdale section when the possibility of starting the scheme in that locality will be taken up.

That Picnic!

The Toronto Shoe Repairers' Association decided at a recent meeting that their annual picnic this year should be held at the Island. For a number of years the association has been making boat trips to Niagara Falls or other points, but many of the members have pointed out that some place nearer home is much more convenient for those who have children to bring along. As the Island is an ideal spot for picnics and

the service to the city is so speedy and frequent, it is believed that a very large number of the members of the trade will take the opportunity of having the day's outing, bringing along their wives and families.

A Useful Catalogue

A catalog which will be found almost indispensable by the modern shoe repairer is that recently published by the United Shoe Machinery Co. of Canada It is the most complete of its kind the company has yet gotten out and probably the largest ever developed in the interests of the Canadian shoe repair industry. It is presented as a simplified directory that will assist the shoe repairer in quickly and easily selecting his requirements. The merchandise is subdivided into five separate classes, each under its distinctive colored insert as follows:—Machine fittings (wheel, rolls, etc., used on repair outfits); repair outfit findings (abrasives, waxes, supplies, etc., used on the repair outfit); repair shoe equipment (apparatus and devices necessary to modern repair shops); hand tools (tools that every good craftsman should know); findings and supplies (general merchandise and supplies used in the shop every day).

Welland Repair Man Branches Out

Mr. Geo. Jarvis who operates an up-to-date repair and shoemaking business in Welland, Ont., contemplates opening a small factory for the manufacture of boys' school boots. He has had considerable experience in this line of production in the old country and believes there is a good opportunity for the sale of a special boot for school children in Canada.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

The Arrow Shoe Company, Limited, has been incorporated, with head office at Montreal. Authorized capital stock $100,000.

Herman F. Wiezel, one of the partners of J. Wiezel & Co., St. John, N. B. has retired. The partners now operating the concern are Jos. Wiezel and Anna Wiezel.

A new shoe store, completely equipped, has been opened at 639 St. Clair Ave., Toronto.

D. J. Will, an experienced shoe salesman, both on the road and in retail business, has opened up an attractive shoe store at 132 Bank St., Ottawa.

Plans are being prepared for a new shoe factory at Hull, P. Q. E. St. Jean is at the head of the enterprise. The site is on Laurier Ave.

Thos. Creswell, 393 Talbot St., St. Thomas, Ont., has purchased new premises which he plans to remodel for a shoe store, putting in new store front and fixtures.

J. A. Laughran and A. LeCompte, both experienced shoemen, have just recently commenced the manufacture of children's, misses' and youths' fair-stitched shoes, operating under the firm name of Willie Shoe Co. Their plant is located at 719 Panet St., Montreal.

A new factory has been erected at 2821 Papineau Ave., Montreal, by Jos. A. Desautels, who is now producing women's, misses' and children's McKay-sewed shoes.

Thos. Wyse has recently opened an up-to-date shoe repairing business at 298 Kingston Road, Toronto.

P. Bithrey and E. E. Sykes have opened a shoe repair shop at 1524 Edward Street, Fort William, Ont. They are installing a finishing machine and a stitcher, and it is also their intention to go into the manufacture of heavy boots for men and boys.

E. A. Redding, formerly with J. M. Humphreys, St. Johns, N. B., is now superintendent for T. Sisman Shoe Shoe Co., Aurora, Ont.

T. Sisman, of the T. Sisman Shoe Co., is leaving Montreal on May 6 for three months tour of England, Scotland and the continent. He will be accompanied by his two daughters.

Walter Burnill, of Toronto, will be making a two months' trip to England this summer.

M. J. Hooley of the O. A. Miller Last Company, Northampton, England, was a recent visitor at the United Last Company's plant at Maisonneuve.

If you noticed an automobile on its last legs on the way from Montreal to Toronto, it probably contained Gus Lossman and J. J. Keating (of the United Last Co.) The car belonged to "Gus," as you will have surmised from its pretty pattern and cut-out.

R. J. Leckie, of the J. Leckie Co., Vancouver, has recently visited the east on a business trip.

J. D. Palmer, of the Hartt Boot & Shoe Co., Fredericton, N. B., has been going over the markets in Toronto and Montreal.

Mr. Geo. C. Thomas, General Manager of the United Last Company spent a few days in Montreal recently.

The Regal Shoe store has moved to larger premises at 392 St. Catherine St. W., Montreal.

Western Ontario News

J. Parks, of Newbury, Ont., has opened a shoe repair shop and plans also to look after the repair of harness.

The shop of Louis Chambo at Sebringville, Ont., had a close call for destruction by fire. The blaze when discovered by Mr. Chambo was making rapid progress and destroyed a quantity of leather.

Mrs. J. Studley Ashplant, of London, Ont., who has been dangerously ill at her home following an attack of appendicitis is considerably improved.

Charles McNeil, formerly post master at Chatham, Ont., has purchased the business of Harold P. Aitken at Mull. Mr. Aitken has gone to London to reside for the present.

Ira Owen, of London, Ont., had his stock badly damaged by water which soaked through into his store when the upper portion of the block in which it is located burned. The loss was fully covered by insurance but came at a very inopportune time as new goods had just been received.

A. Neville has opened a shoe repair shop at Kingsville, Ont., in a splendid location opposite the station, and has installed complete modern equipment.

The Elgin Boot Shop at Aylmer, Ont., has purchased the stock of shoes formerly carried by Leeson Bros.

T. W. Parlmer, of Hensall, Ont., has moved into larger premises and now has one of the best equipped shoe stores of any of the smaller towns in Western Ontario.

Fire which is believed to have started from an overheated stove completely destroyed the store of George Mit-

chell at Ethel, Ont. Mr. Mitchell's loss is covered by $5,000 insurance.

George Smythe, of Delhi, Ont., was in Toronto recently buying boots, shoes and hosiery.

Thomas Creswell, shoe merchant, 393 Talbot St., St. Thomas, has purchased a new and larger store and will shortly remodel it, putting in new front and fixtures and fitting up a section for trunks and valises. He plans to equip one of the most up to date stores in the district.

Work has been commenced on a new store at Bloomsburg, Ont., for W. Turvey, who is moving there from Simcoe and expects to open for business about the end of May.

J. W. Allin, of Tillsinburg, Ont., has disposed of his business to George Carle & Son.

The John Armstrong Company sustained heavy losses recently when their big general store at Brigden was destroyed by fire and a few days later the store at Bradshaw burned. The loss will amount to $75,000.

A wedding of some interest to the trade took place in New York recently when Miss Winnifred Ashplant, daughter of Mr. and Mrs. J. Studley Ashplant, of London, Ont., became the wife of Rene LaPrestre. Mr. and Mrs. LaPrestre leave shortly for Europe where they will spend the summer.

Obituary

Geo. T. Hamilton, one of the best-known shoe merchants in Galt, Ont., passed away at midnight on April 17 due to complications following an operation. For many years, the late Mr. Hamilton was secretary of the Galt Retail Merchants' Association.

The death took place on April 25 of Chas. E. Slater, who was formerly a prominent figure in the Canadian shoe industry. The late Mr. Slater was a native of Montreal and during the lifetime of his father, Mr. Geo. T. Slater, was associated with him in the operation of the Geo. T. Slater Shoe Manufacturing Co. Subsequent to the latter's death, he formed the Slater Shoe Company, retaining its presidency upon until about ten years ago, when he disposed of his interests and retired. For some years the late Mr. Slater had been in ill health, and latterly had been confined to bed over a period of many months. His death took place at Dr. Prevost's Sanatorium, Cartierville. He is survived by two brothers, Mr. Geo. A. Slater, of Geo. A. Slater, Ltd., Montreal, and Albert J. Slater, of New York; also by a sister, Mrs. William Starke.

London Ont. Corresponbence

London, Ont;—In spite of the fact that a general policy of careful buying continues, local manufacturers and retailers agree that business is not at all bad. On the contrary many of them declare that it has been very satisfactory and that they have no kicks coming at all. Retailers report a satisfactory volume of turnover in seasonable lines. Manufacturers state that orders have been coming in steadily and that while they are not as a rule large ones they keep coming so continuously that plants are running along nicely. In view of general conditions they point out that they would rather have retailers buy for their immediate requirements and pay for what they are getting than to ship out large orders and then have to wait indefinitely for their money.

Some of the travellers voice a rather interesting kick. They say that owing to the frequency with which they have to cover their territory and the smallness of many of the orders they receive, there is not a sufficient margin to take care of the increased expenditure entailed. Just what is to be done about the matter they do not know but they think something must be done soon.

Outlook Satisfactory

"The business outlook is satisfactory and there is no reason to be pessimistic" said Philip Pocock, of the London Shoe Company. "While large orders are not being placed, buying is going on steadily and there is no reason for complaint. I am not looking for any great rush of trade to develop but there is no doubt in my mind that buying will be carried on steadily. There is a tendency for prices to be easier. Orders are coming in continuously from all parts of the country and I am looking forward to a very satisfactory year's business."

"We have been finding business keeping up well," said Phillip Cook. "From the standpoint of the retailer I have no kick coming at all. All our seasonable lines have been moving well and our spring trade has been satisfactory throughout. I am looking for business to go along much as usual in the coming months."

In the District

Out in the district one or two interesting developments have featured the month. At St. Marys the Hurlbut Shoe Company plans to extend its business by going into the manufacture of new lines. The firm contemplates erecting additional buildings at a cost of $40,000 and has made a proposition to the town council which will be submitted to the ratepayers on May 8. There is little doubt that the by-law will carry by a splendid majority.

W. A. Eden has been appointed President of the Canadian Consolidated Rubber Co.

At a recent meeting of the town council at Tillsonburg, L. C. Vangeel, secretary-treasurer of the Tillsonburg Shoe Company, which employs 174 hands waited on the council and asked that a resolution be passed and sent to Ottawa protecting against any reduction in the tariff as far as snoes are concerned. He was informed he said that the Minister of Finance contemplated this.

The council after discussing the matter framed a resolution giving it as their opinion that any reduction of the shoe tariff would not result in any public good but only add to unemployment. This will be forwarded to Ottawa.

Worry is the interest we pay on borrowed trouble.

Comment faire l'enrégistrement de la réserve d'un magasin de chaussures de détail

Les bons rapports sont nécessaires à l'efficacité du commerce. Ils permettent au détaillant d'acheter avec connaissance et de garder sa réserve dans des limites sûres.

Un article intéressant et opportun a été contribué au Footwear par Louis Adelstein de Montréal et traite au sujet de prendre note de toute réserve de chaussures de détail.

Nous en citons un extrait dans l'intérêt de nos lecteurs français.

Cette question est l'une de celles dont on a souvent traitées et pour laquelle plusieurs opinions ont été offertes, mais nous sommes tous d'accord avec le principe qu'il n'est pas seulement préférable mais qu'il est essentiel à ce que chaque magasin de chaussures soit muni d'un système quelconque pour l'enrégistrement de la marchandise.

Ceux qui n'ont pas pris de démarches pour établir un tel système ne peuvent avoir aucune idée de l'importance qu'il apporte au succès du commerce et les nombreuses faillites qui peuvent résulter s'il manque.

D'après mon expérience, je n'ai jamais pu comprendre comment un commerce pouvait être bien dirigé sans un système quelconque qui ferait voir l'assortiment et les grandeurs qui se vendent et ceux qui ne se vendent pas; les assortiments qui ne se vendent pas ont toujours ceux qui causent un détriment au commerce, car s'ils ne sont pas surveillés ils s'accumuleront jusqu'au jour ou ils commenceront à gêner le commerce.

Plusieurs commerçants semblent croire qu'il faut beaucoup de temps pour maintenir un système ou un rapport à jour; il n'en est pas ainsi. Une demi-heure de travail chaque matin, dans un magasin ordinaire, est à peu près tout le temps nécessaire pour tenir un système en ordre, et il y a très peu de marchands de chaussures, je crois, qui ne peuvent pas accorder cette demi-heure. Mais si en réalité ils ne peuvent le faire, pourquoi ne chargeraient-ils pas un de leurs commis de remplir ce travail?

Ce que le rapport de l'enrégistrement de la réserve révèle.

Voici quelques unes des choses qu'un livre de rapports révèle: Il fait connaitre les assortiments et les grandeurs qui se vendent le plus vite, donnant ainsi au marchand l'occasion de remplacer à mesure les pointures manquant afin de n'en pas perdre la vente; il découvre la spécialité difficile à vendre, afin qu'elle puisse être écoulée, soit par la réduction du prix des suppléments ou des deux à la fois; il révèle les assortiments et les grandeurs qui s'accumulent de temps en temps et démontre aussi les grandeurs et les genres qui se sont le mieux vendus; il sert de guide pour tout achat futur. Il tient aussi le marchand sur le qui-vive de sorte qu'il puisse vendre l'assortiment désassorti et les grandeurs en surplus.

Je dois ajouter que le plus tôt ces assortiments sont vendus le mieux c'est pour le commerce.

Conservez le système de réserve à jour.

Une fois qu'un système est installé il est important qu'il soit tenu à jour et non pas qu'il soit négligé, car autrement il perd son utilité. J'ai connu plusieurs commerçants qui en ent établi un, ont négligé de s'en occuper pendant une période assez prolongée alors, finalement, ne pouvant plus en retirer aucun bénéfice ils l'abandonnèrent, dégoutés.

L'achat sans l'aide des régistres nécessaires.

Maintenant comment peut se guider le marchand ordinaire qui n'a aucun système pour l'achat de ses marchandises? il va d'une salle d'èchantillon à l'autre, choisi l'assortiment qu'il **pense** avoir vendu ou celui qu'il **croit** pouvoir vendre, ordonne, sur le champ, les grandeurs, sans égard à ce qu'il a déjà en réserve, recommence la même chose jusqu'à ce qu'il les aient toutes vues, il met les copies des factures sans sa poche ou sur son bureau et croit ainsi avoir fait tous ses achats pour la saison prochaine, et c'est peut-être pour six mois—c'est quelquefois même pour plus longtemps que cela.

Qu'arrive-t-il lorsque ces marchandises rentrent? Il s'aperçoit sans doute qu'il a fait l'achat de plusieurs assortiments qui se ressemblent tellement qu'ils se multiplient, et qu'il a acheté des grandeurs dont il avait suffisament en main, que les quantités, en grande partie au moins, sont plus fortes qu'il requiert ou qu'il peut utiliser dans un temps convenable. Cela a pour effet d'augmenter davantage sa réserve, déjà assez lourde, rendant ainsi difficile son succès et celui de son commerce.

L'achat avec l'aide d'un système d'enrégistrement.

Voyez comment le commerçant qui à un bon système fait ses achats. Premièrement il s'assure d'après ses livres la quantité et les grandeurs des chaussures qui se sont vendues la saison précédant celle pour laquelle il fera des achats. Il prend note ensuite de la réserve de chaque assortiment des maisons de commerce où il doit aller acheter. Arrivé auprès de ses fournisseurs il choisit l'assortiment qu'il sait vendable et en donnant ses grandeurs il le fait avec précision car il est toujours guidé par ses rapports et par ce qu'il a en réserve. Parfois il se trompe dans ses conjectures, mais s'il lui arrive de faire des erreurs elles seront de peu d'importantes. Une autre chose que vous constaterez, c'est que ce marchand achète un certain nombre de paires de chaussures et non pas pour un certain montant de chaussures. Nous sommes plutôt intéressés à la quantité de paires lorsque nous faisons nos achats qu'à leur valeur.

Des meilleurs temps en vue, dit ce commerçant de chaussures — ils seront bientôt à nous si nous faisons notre part

"Après l'orage, le soleil reluit", dit un vieux proverbe populaire, et c'est ainsi que s'exprime M. Ernest Despars, de St. Pie, concernant l'industrie de la chaussure:

Nous traversons une forte tempête et il est à souhaiter que le soleil paraîtra à l'horizon afin de venir assécher et remettre à l'ordre le terrain que nous sommes à cultiver.

En effet c'est l'opinion général que l'orage bientôt cessera et que des progrès inattendus sont réservés pour nos industriels, qui ont été si fortement éprouvés.

Si l'Association des Manufacturiers de Chaussures du Canada par exemple avait de plus amples relations avec nos commissaires du commerce canadien à l'étranger, il me semble que nous pourrions faire beaucoup plus d'exportation qu'auparavant.

Il faudrait absolument que les produits de l'industrie de la chaussure soient écoulés—car la production de chaussures au Canada excède de beaucoup la consommation.

Dans le bulletin hebdomadaire du département du commerce fédéral nous voyons souvent des demandes, par cer-

tains pays étrangers, pour des produits canadiens, et souvent même pour des chaussures.

Les requètes reçues sont assez nombreuses, et M. H. R. Poussette, lors d'un discours au Congrès Annuel de l'Association des Manufacturiers de Chaussures du Canada déclara que certains marchés européens étaient ouverts à la chaussure canadienne. Nous ne devrions pas laisser nos voisins s'emparer de tout le commerce, mais voir à ce que nous ayions notre part.

Nous vous donnerons quelques notes caractéristiques en rapport avec la carrière de M. Ernest Despars.

M. Despars commença a s'occuper de l'industrie de la chaussure dès l'âge de 14 ans—son premier emploi fut chez W. L. Douglas Shoe et S. H. Howe, Marlboro, Mass, dans le département du cuir à semelle. Il fut transféré à Brockton, à la fabrique principale de W. L. Douglas, où il prit charge du département des fausses semelles à trépointe Goodyear. De là il se rendit à Montréal chez Ames Holden McCready Limited comme contremaître dans le département "stock fitting", et après deux ans de service s'engagea avec la maison J. Linton & Co. comme assistant-surintendant. Lors de la grande guerre il s'enrôlait dans le corps d'aviation où il fut placé en charge du département de chaussure et des articles de cuir. Il fait maintenant le commerce de la chaussure et rapporte que les affaires ne sont pas tout à fait brillantes, mais qu'elles semblent s'améliorer un peu. Il a l'intention de fonder une nouvelle compagnie qui portera le nom "The Frederick Shoe Limited" et qui s'occupera bientôt de la fabrication de chaussures du procédé McKay et cousu stitchdown, pour hommes, garçons, garçonnets, enfants.

Service du Commerce en Gros

Compte-rendu publié par l'Association des Marchands de Chaussures en Gros du Canada.

Plus de 75 pour cent des manufacturiers de chaussures considèrent les maisons de chaussures de chaussures en gros comme débouchés pour leur rendement, soit en entier ou en partie, et c'est l'opinion maintenue qu'au moins 60 pour cent des chaussures vendues au Canada parviennent aux détaillants par l'entremise des distributeurs de gros. Et c'est ainsi, parceque les grossistes fournissent aux distributeurs définitifs—c'est-à-dire les détaillants—les moyens les plus économiques encore imaginés, pour se procurer la plupart des assortiments de chaussures des manufacturiers. Un système qui a été continué depuis des siècles et qui n'a été supplanté par aucune autre méthode plus efficace ou plus économique, doit avoir des avantages importants. Le but de cet aperçu est de démontrer brièvement quelques uns des services rendus par les marchands de chaussures en gros.

La distribution en gros est la plus économique. Le marchand de chaussures en gros agit comme distributeur d'une partie ou du rendement entier, non pas seulement d'une seule manufacture, mais peut-être d'un assez bon nombre. Dans une maison de gros le personnel seul peut faire le travail tandis que chez les manufacturiers de chaussures un personnel séparé serait nécessaire pour faire le même travail. Quelqu'un doit faire la distribution des marchandises et le marchand de gros fournit ce service à un coût minime. Il assemble, des différents manufacturiers, tous les genres de chaussures, dans un assortiment complet de grandeurs et de qualités. Il offre au détaillant une plus grande variéte de chaussures que tout autre manufacturier, car les grossistes possèdent un assortiment complet, de chaussures à semelles molles pour enfants aussi bien que des chaussures de cuir ou de caoutchouc pour hommes. La distribution par le marchand de gros permet au manufacturier de spécialiser dans la fabrication, tandis que le placement des marchandises est aussi traité par des spécialistes. La méthode du marchand de gros est aussi celle de la spécialisation.

Le marchand de gros est un acheteur expert. Son succès dépend surtout de son habileté à se procurer la meilleure valeur de chaussures à un juste prix. Il connait la chaussure ainsi que les mérites et les démérites des produits des différents manufacturiers. De plus, il connait les prix en rapport avec la qualité. Son habile connaissance de la valeur des chaussures est au service du détaillant.

La méthode du marchand de gros est une épargne de temps. Le marchand de gros achète des marchandises qu'il considere comme représentant la meilleure valeur des chaussures. Quoiqu'il offre un bon choix de chaussures, convenables aux préférences personnelles des marchands détaillants, il épargne du temps au détaillant en ne lui exposant seulement que des assortiments choisis et d'un mérite reconnu.

Le service du gros est un service rapide. Les maisons de gros anitcipent les exigences du marché. Elles prennent le risque, si risque il y a. Elles ont des entrepôts et gardent des réserves qui leur permettent de satisfaire, sans retard, les exigences des clients du détail,—soit pour des commandes d'une seule paire ou plus.

Les prix des marchands de gros sont basés d'après un service économique à coût minime. Le marchand de gros achète des manufacturiers qui fabriquent des chaussures pour le commerce de gros. En achetant en grande quantité, il obtient les marchandises à des prix plus bas et à des termes plus courts que ceux accordés aux marchands détaillants. Il assume le risque de mauvais comptes de la part des marchands détaillants. En ayant un assortiment complet de tous les genres et de toutes les qualités de chaussures pour hommes, femmes et enfants, il conserve les coûts à un niveau abaissé.

L'ancien système d'achat ne reprendra pas avant que les prix et les modes soient stables

Certains marchands détaillants de chaussures n'osent pas placer leurs commandes trop à l'avance, à cause des changements fréquents dans les modes. M. W. L. Desnoyers, de Granby, nous fournit à ce sujet des remarques qui intéresseront nos lecteurs.

Les manufacturiers se plaignent parfois que certains détaillants dans la chaussure ne donnent que très peu de commandes pour la saison prochaine. Cela est du au fait que certaines modes changent si subitement qu'il serait imprudent d'en faire une grande réserve. Mr. Desnoyers est un de ceux qui préfère acheter à mesure afin de ne pas avoir de mauvaises reserves en main. Il achète ce qu' il croit être le plus apprécié de sa clientèle et varie sa marchandise aussi souvent qu'il est nécessaire, ce qui, dit-il, ne lui demande que très peu de capital, car bien souvent il vend cette marchandise avant même de la payer. Et ainsi il n'accumule pas sa marchandise car dès qu'un assortiment quelconque devient incomplet il s'efforce d'en écouler le reste aussitôt, de préférence à d'autres assortiments en magasin. Ainsi dit-il lorsqu'un nouveau modèle nous est offert et que nous jugeons qu'il sera apprécié de notre clientèle, nous sommes toujours disposé à se le procurer, ce qui bien souvent nous amène de nouveaux clients. Nous retournerons à l'ancien système de placement à l'avance ajoute-t-il en terminant, dès que les prix deviendront plus stables, et les modes moins changeantes.

La nécessité de développer l'industrie canadienne

M. Alph. Grisé, gérant de Roger & Airo Rubber Consolidated Limitée, a eu l'obligeance de nous fournir quelques remarques relativement à la situation commerciale.

L'an dernier, il dit, le Canada vendait pour $267,000,000 d'articles de caoutchouc, dont 50 pour cent ont été importés de l'étranger. Il prétend qu'il est du devoir de chacun de travailler à développer l'industrie canadienne, et de diminuer ainsi les importations, en autant que possible, afin d'arriver à ce but, et que les banques devraient prêter tout leur appui en cette affaire.

Il est toutefois convaincu que le grand mal qui paralyse le commerce et l'industrie, est la crainte de revenir aux con-

M. Alp. Grisé

ditions normales, et la persistance des banques à ne pas avancer d'argent (sur des garanties stables) pour promouvoir le commerce.

Tout en terminant il ajoute que les banques anglaises avaient mieux compris la situation et qu'elles avaient été plus libérales en contribuant plus largement au relèvement du commerce et à la reprise des affaires en général.

Le but visé par Footwear mérite certainement tout l'encouragement possible, et les plus sincères félicitations de la part des fabricants de chaussures du Canada."

La situation du commerce de la chaussure au détail dans la ville de Québec

Il nous fait plaisir de publier ici quelques passages intéressants d'une lettre reçue de M. Ls. Deschènes, un des principaux commercant de chaussures de Quebec.

Comme M. Deschènes arrive de la Florida, où il a passé l'hiver, il ne peut, dit-il, nous donner qu'un aperçu de la situation générale de la chaussure à Québec.

Québec, comme toutes les autres villes canadiennes, a

M. L. S. Deschenes

souffert de la dépression générale des affaires sur ce continent; nos manufacturiers n'ont pas eu de commandes suffisantes pour les tenir constamment en mouvement, par conséquent, la classe ouvrière a chômé. Les sans-travail ont été nombreux et le commerce de détail a souffert énormément. Nous ne perdons pas courage cependant, et nous espérons qu'avec la belle saison les affaires reprendront; nous constatons déjà une légère amélioration. Cependant, les marchandises achetées l'an dernier doivent être considérablement réduites comme résultat de la baisse des prix, et, dans plusieurs cas, à cause des réserves considérables de chaussures placées sur le marché à des prix très minimes par les fabricants et certains commerçants en gros. Ce mauvais état des choses se continuera encore peut-être un an, nous dit-il.

Toutefois, il est encourageant de constater que le commerce de détail, en général, s'est bien maintenu et a su résister à cette terrible crise ici à Québec. Il mérite d'être mentionné qu'il n'y a pas eu de faillite parmi les marchands de chaussures en détail dans la ville de Québec depuis les 12 derniers mois. Le commerçant de Québec est notoirement prudent et conservateur. Rarement entreprend-t-il quelquechose qu'il ne peut se permettre. Il paye toujours fidèlement ses créanciers. Malheureusement il est délibéremment négligé par les manufacturiers. M. Deschènes aurait des suggestions à faire aux fabricants à ce sujet.

M. Deschènes, quoique modeste, nous donne un court aperçu de son succès dans les affaires et nous nous permettons d'en publier quelques notes. Ainsi il fonda son commerce en 1895, cinq années plus tard il ouvrait une succursale, qui prospère sans cesse, en 1906 il organisa une seconde succursale qui aussi remporte de brillants résultats. Un désastreux incendie détruisait la maison principale en 1920. Tout de même, M. Deschènes, tout en étant délicat de santé, sut, par son travail, donner satisfaction à tous et aujourd'hui il est un des principaux doyens du commerce à Québec .

Appel à l'honnêteté

Les amis du "Footwear" seront peut-être intéressés à la lecture de la lettre suivante reçue dernièrement de la maison A. A. Coté & Fils, Limitée, important manufacturier de chaussures de St. Hyacinthe, P.Q:

"Voici ce que nous croyons devoir dire dans l'interêt des détaillants, comme des manufacturiers de chaussures, et des grossistes, quelle que soit la langue qu'ils parlent, la religion qu'ils professent, ou la couleur de leur teint, pourvu qu'ils soient d'honnêtes citoyens canadiens ayant en vue leur propre intérêt personnel, c'est-à-dire d'abord l'intérêt du commerce qu'ils exercent.

"Nous voulons bien croire que la majorité des détaillants en chaussures est honnête; mais malheureusement parmi eux, comme dans tous commerce, il y en a qui ne sont honnêtes, qu'à un point de vue mesquin, c'est-à dire qu'ils considèrent l'honnèteté qu'en autant qu'elle leur porte profit, au détriment de leur fournisseurs.

"C'est ainsi qu'un de nos clients, de qui nous avions une commande depuis novembre 1921, pour livraison en mars 1922, et que nous avons expédiée 3 mars, nous écrivait le 13 avril, qu'il désirait que nous ne lui chargions, que les prix récemment faits pour la saison d'Automme, ou qu'il n'achèterait plus de nous.

"Nous avons répondu à ce client, qu'il nous était impossible de subir notre perte et celle de tous nos clients avec la nôtre.

"Nous croyons que vous feriez un grand bien, au détaillants aux manufacturiers, et aux grossistes en enseignant par votre journal l'honnèteté, non pas mesquine, qui ne peut porter profit qu'à une certaine classe; mais l'honnèteté réelle, qui consiste à être honnète pour soi d'abord, en ne faisant pas perdre aux autres un bien, que nous ne voudrions pas perdre nous-mêmes. Ceci pour nous est un vol en sousmain, ou une contrainte indue."

Un Jeune Commercant de Chaussures Progressif

Le magasin à rayons, "Le Mont-Royal", angle de l'Avenue Mont-Royal et du Boulevard St.Laurent, Montreal, est situé dans la partie nord de la métropole commerciale—une section qui a fait un progrès phénoménal depuis quelques années —le commerce est surtout canadien français. Le propriétaire, M. J. O. Gareau, s'attend à ce que le département de la chaussure deviendra une des branches les plus importantes de son commerce et il est optimiste en ce qui concerne les perspectives générales. M. Gareau a remis la gérance du département de chaussures à M. J. E. Lavallée, qui est à fonder un commerce important.

Nous avons le plaisir d'introduire M. Lavallée à nos lecteurs. Il s'est occupé du commerce de la chaussure depuis 10 ans. Il commenca sa carrière avec la maison Alfred Lambert, Inc, ou il demeura deux années. Il fut le gérant pendant 8 ans du magasin J. P. Vinet, commerçant de chaussures de

M. J. E. Lavallée

détail bien connu du Boulevard St Laurent, Montréal. Il devrait être annoté que M. Lavallée s'occupe principalement, au magasin Gareau, des chaussures Hurlbut pour enfants.

Pour bien diriger une section de chaussures dans un magasin à rayons, dit M. J. O. Gareau, il importe tout d'abord d'avoir une gérance compétente et qui sait faire les achats—de là dépend une grande partie du succès.

Une diminution de 31.70 pour cent dans le prix équivaut à une augmentation de 46 pour cent

Il semble y avoir encore, parmi quelques centres du commerce détaillant, l'impression que les prix des chaussures continueront a diminuer sans interruption, probablement du au fait que les marchands ne réalisent pas jusqu'à quel point les prix ont déjà été abaissés. Telle est l'idée transmise dans une lettre circulaire de la maison Congdon, Marsh Company, Limited, Winnipeg, à tous ses voyageurs.

Faisant allusion à un item publié par l'Association des Détaillants du Canada démontrant le pourcentage de la diminution des prix sur un certain nombre de lignes générales, la lettre dit:

"Conformément à nos propres calculs, il vous intéressera peut-être de savoir que les chaussures ont été bien diminuées d'après la moyenne de la liste ci-dessus. Afin d' arriver à une diminution moyenne dans la chaussure, nous avons pris une liste d'a peu près 70 lignes, y compris six chaussures pesantes d'hommes, six chaussures de ville pour hommes, six chaussures générales de garçons, six chaussures de ville pour garçons, six chaussures de garçonnets, six paires de chaussures médiums pour femmes, six chaussures de ville pour femmes, six chaussures de jeunes filles, des chaussures d'enfants et quelques sandales.

"Nous constatons qu'il y a une diminution de 31.70 pour cent dans les prix d' aujourd'hui à comparer aux prix les plus élevés de 1920. Cependant, vous remarquerez que cette diminution de 31.70 pour cent. équivaut à une augmentation de 46 pour cent. Ainsi nous vous donnons comme exemple un article quelconque coûtant 50 sous. S' il augmentait à $1 le pourcentage de l'augmentation serait de 25 pour cent, mais s'il descendait à 80 sous vous devriez calculer votre pourcentage de la réduction de 20 sous par piastre et la diminution alors ne se monterait qu' à 20 pour cent.

Et maintenant voici les "Kewpie Kewps"

La Galt Shoe Mfg. Co. Limited, Galt, Ont., a récemment placé sur le marché une nouvelle chaussure d'un genre flexible, à semelle coussin (cushion), avec pointures d'enfants, qui comprend plusieurs détails ce qui la rend d'un intérêt particulier au commerce. Une application a été faite pour la patente de ce procédé, les seuls droits de fabrication étant assignés à cette firme.

Les principles qualités attribuées à cette nouvelle chaussure sont: Sa construction pouvant donner le maximum de flexibilité; un coussin (cushion) parfait est assuré,—mou et doux—et demeure dans une position définitive pendant toute la durée de la chaussure; elle est fabriquée d'après le procédé trépointe, et une attention toute spéciale a été donnée à la construction afin qu'elle puisse fournir le plus d'usure possible; elle joint la bonne apparence et le confort aux qualités du style coussin; elle maintiendra l'uniformité dans la qualité des matières premières, qui a caracterisé la chaussure portant la marque "Eclipse"; le genre est tel qu'il permet la réparation facile, et la chaussure pourra être ressemelée par tout cordonnier.

Dans les pointures de 2 à 5 pour enfants, cette chaussure sera faite avec une semelle d'élan tannée chrôme qui résistera à tout usage d'extérieur, et pour les grandes pointures, des semelles tannée chêne, et de première qualité. Cette ligne est offerte au commerce sous une marque spéciale, à savoir "Kewpie Kewps for Kids".

M. O. Papineau, gérant du magasin J. T. Lemire à Montréal, nous adresse quelques remarques au sujet des affaires en général. Il rapport que le commerce va mieux et qu'il est d'opinion que les souliers (oxfords) à talons bas, et les souliers à courroies seront en grande faveur l'automne prochain.

Wanted—Traveller to carry Sno-White as a side line on commission. Apply Box 871 Footwear in Canada, Toronto. 5

Position as traveller, wanted by thoroughly experienced shoeman, has first class references, Ontario preferred. Box 905 Footwear in Canada, Toronto. 5

INCREASE YOUR EARNINGS

If you have retail shoe experience we can increase your earnings fifteen dollars a week or more without capital investment. Send full particulars of experience etc., to Manager Box 441 Ottawa. 5

FOR SALE

Completely equipped Shop with latest type machinery, two Champion Straight needle stitchers, 22 ft. U.S.M.C. finisher; rough rounder roller, 2 electric motors, everything that a first class shop requires. Old established business on busiest and best street in Vancouver. Must be sold bad health forces owner to give up, will sell at cost price and give terms to reliable man. Apply Mr. Wett, 1040 Richard St., Vancouver, B.C. 5

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International Supply Co.

The Largest Shoe Factory Supply House in Canada

IMPORTERS - - JOBBERS

Shoe Machinery, Findings and Factory Supplies

We are Exclusive Canadian Agents for the following well-known houses:—

American Lacing Hook Co., Waltham, Mass.
Lacing Hooks and Hook Setting Machines.
Armour Sand Paper Works, Chicago, Ill.
Crystolon Paper and Cloth for Buffing and Scouring.
Boston Leather Stain Co., Boston, Mass.
Inks, Stains, Waxes, etc., Cyclone Bleach.
The Ceroxylon Co., Boston, Mass.
Ceroxylon, the Perfect Liquid Wax.
Cincinnati Cutting Die Co., Cincinnati, Ohio.
Quality Breasting Knives.
The Louis G. Freeman Co., Cincinnati, Ohio.
Shoe Machinery.
E. L. Glennon Machine Co., Lynn, Mass.
Perforating Tubes.
Hazen, Brown Co., Brockton, Mass.
Waterproof Box Toe Gum, Rubber Cement.
Markhem Machine Co., Boston, Mass.
Marking and Embossing Machines, Compounds, Inks, etc.
M. H. Merriam & Co., Boston, Mass.
Binding, Staying, etc.
Puritan Mfg. Co., Boston, Mass.
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Poole Process for Goodyear Insoles.
Safety Utility Economy Co., Boston, Mass.
Electric Heating Equipment.
The S. M. Supplies Co.
Factory Supplies, Needles, etc.
J. Spaulding & Sons Co., N. Rochester, N.H.
Guaranteed Fibre Counters, Fibre Innersoling.
The Textile Mfg. Co., Toronto, Ont.
Shoe Laces.
United Stay Co., Cambridge, Mass.
Leather and Imitation Leather Facing, Welting, etc.

We carry three large stocks in order that we may serve you promptly.
You will do well to avail yourself of these stocks.

Quality Goods INTERNATIONAL SUPPLY CO. SERVES YOU RIGHT MONTREAL KITCHENER QUEBEC ***Right Prices***

Main Office—154 Notre Dame Street West, Montreal

Branches:—37 Foundry Street S., KITCHENER - - 566 St. Valier Street, QUEBEC

Kayser ROLETTE

Kayser "Rolette" Silk Stockings — on in a jiffy and they stay rolled up. No hose supporters or garters are necessary.

We are offering this line in fancy ribbed effect, as illustrated, also plain, in black, white, seal brown, suede, grey and beige shades, for April delivery.

Kayser "Rolette" stockings also have the added attraction of the pointed or pyramid heel, which has found such high favor among well dressed women everywhere.

Send us your orders now and be among the first in your locality to show Kayser "Rolette" Silk Stockings—the most important innovation of the age in fine hosiery.

PERRIN-KAYSER COMPANY, LIMITED

SOMMER BUILDING

MONTREAL, P. Q.

For Easy-Walking, Safety and Comfort Nothing Excels These

They make walking a pleasure. Customers who have once enjoyed the delightful sensation of walking on these resilient, cushion-like heels will return to you again and again for

"MALTESE CROSS"

SCOOP RUBBER HEELS

The "Scoop" shape makes them very quick and easy to put on—one of the definite selling-points that accounts for the large sales and quick turn-over of these exceptionally fine heels:

DISPLAY THEM WELL

Manufactured Exclusively by

Gutta Percha & Rubber, Limited

Head Office and Factory, Toronto

Branches in all leading Cities of Canada

AIRD & SON
REG.
MONTREAL

The Hector Shoe

Shoe Jobbers

Our samples for

Spring 1923

are now ready for your inspection.

Hector Shoe Company, Limited

331 Demontigny St. East - Montreal

S. Desrochers F. X. Leblanc

HAVANA BROWN

—another popular shade of New Castle Kid

Wherever you go today you are impressed with the popularity of New Castle Havana Brown Kid. No doubt this popularity is due to its practical beauty. At any rate its adaptability to the finest feminine footwear is a feature which is appealing to the wide awake manufacturer.

Write or wire us for samples.

NEW CASTLE LEATHER Co., Inc.
NEW YORK

Canadian Branch: 335 Craig St. W. Montreal
Factory: Wilmington, Del., U.S.A.

Style Value

No. 664—Women's calf oxford two strap, sizes 2½-7 to retail around $5.00.

We are now in a position to give immediate deliveries on the above line. Everything points to this being one of the season's best sellers.

Let us know your requirements immediately

SAMSON-ANGUS
LIMITED

Offices and Sample Rooms: 54 Jurors St., MONTREAL

THE Edwin Clapp SHOE
EAST WEYMOUTH, MASS. U.S.A.

THE "KINGSTON"—

Three Features of "The Kingston"—

Smartness | **Quality** | **Conservatism**

Edwin Clapp & Son Inc.

East Weymouth Mass., U.S.A.

Goulet Service
Goulet Reputation

Service is going to be the important factor in the shoe trade this year—Service and Reputation

Goulet service and reputation will satisfy the closest buyer and meet the most exacting requirements of a season of close buying.

Before placing your orders for 1922 you are asked to get prices on our Men's and Boys' Welts, Women's Mock Welts, McKays and Standard Screw for Men, Women, Misses, Boys and children - and a solid line of Pegged Shoes for Men and Women.

Goulet Service means shoes when you want them and shoes at the right price

O. GOULET & SONS LIMITED

575 St. Valier Street Quebec

-So he slept on a feather

An Irishman who had heard a great deal about the comfort of feather beds decided that he would give them a trial. So he bought a feather and slept on it that night. Of course, his condemnation of feather beds was severe.

So it is with advertising. One insertion is like one feather

The greatest advertising successes of the present day are those firms who first choose the proper mediums to make sure their message is read by the right men and then start in to keep that message continuously before their prospective buyers.

Toronto **Vancouver**
Winnipeg **Montreal**

Link up with Hurlbut Progress

The qualities of HURLBUT SHOES are being stressed to the public by the most extensive and most compelling advertising campaign ever undertaken on behalf of children's shoes in Canada.

More than a million interested readers are being regularly reminded of the outstanding value of Hurlbut Cushion Welts in large and attractive displays. This means that their position on the market is more secure than ever and dealers who feature them strongly are certain of attracting to their stores the most desirable class of business.

The sale of HURLBUT SHOES brings with it added volume of business along other lines. Write for electros for your local advertising and for window trim material. Link yourself up with the HURLBUT policy of progress.

HURLBUT
TRADE MARK REGISTERED
CUSHION-SOLE
Shoes *for* Children

PHILIP JACOBI

5 East Wellington St. TORONTO

Exclusive wholesale distributor of HURLBUT SHOES

"La Duchesse"

Women's, Misses' and Children's medium McKays

Women's Slippers and Canvas Shoes

Turn Slippers for Men

Excellent materials combined with high-class workmanship make the "La Duchesse" line a leader : : : :

Jobbers Only

"La Duchesse" Shoe Co.

Registered

MONTREAL

A. A. COTE & SON LIMITED

This year the consumer will be looking for "a shoe at a price" and you Mr. Retailer can offer in these lines something exceptional in workmanship, style and comfort, at a price to suit all comers.

STANDARD SCREWED SHOES

In Men's, Boy's, Youth's Little Gent's and Children's.

McKAY SEWED SHOES

In Men's, Boy's, Youth's Little Gent's and Children's.

Let us know your requirements
Samples sent on request

A. A. COTE & SON LIMITED
ST. HYACINTHE, P. Q.

RUBBERS

BUY THE BEST

We have been appointed Distributing Agents for the Montreal District of

Roger & Airo Rubber Consolidated Limited

M. SAUCIER
proprietor

with lasts and patterns for every style shoe. Give us a trial order. The quality of goods and the service will please you.

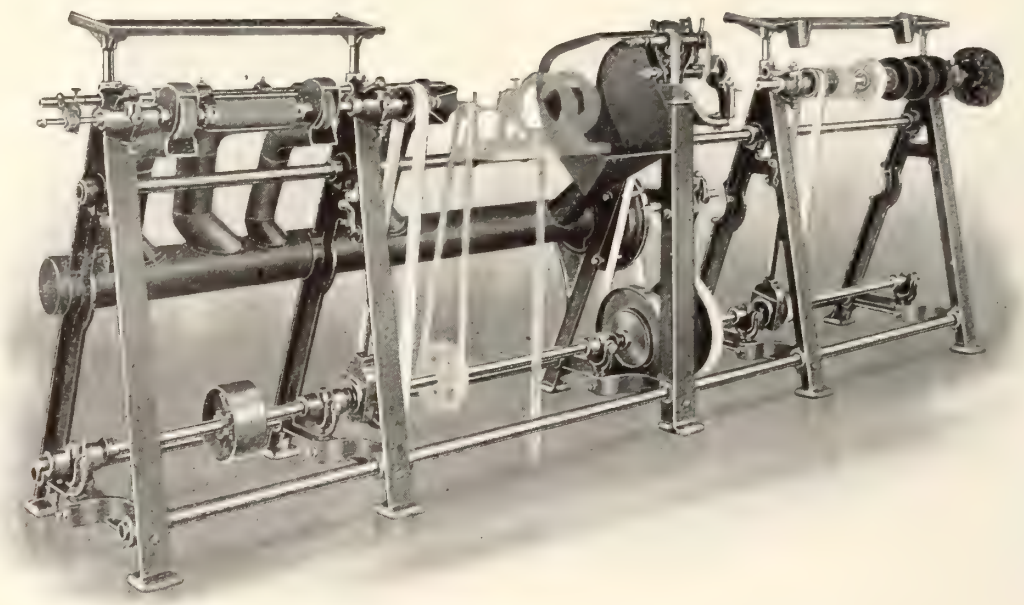
CANADIAN SHOE COMPANY

108 Garnier St. **MONTREAL** **Phone St. Louis 6368**

RESULTS TELL

SPEEDY HIGH CLASS WORK

THAT BRINGS REPEAT BUSINESS



12 ft. Shoe Repairing Outfit Model N *Built in our Montreal Factory*
Showing location for attaching skate sharpening machine

Made Possible and Profitable by the Goodyear Welt Shoe Repairing Systems

DEVELOP A BUSINESS WORTH WHILE

Let Goodyear Equipment and Service Work for you and Excellent Results will be the RULE not the occasional exception

Send for our catalogue and particulars of the terms you CAN afford TODAY

UNITED SHOE MACHINERY CO. OF CANADA
LIMITED

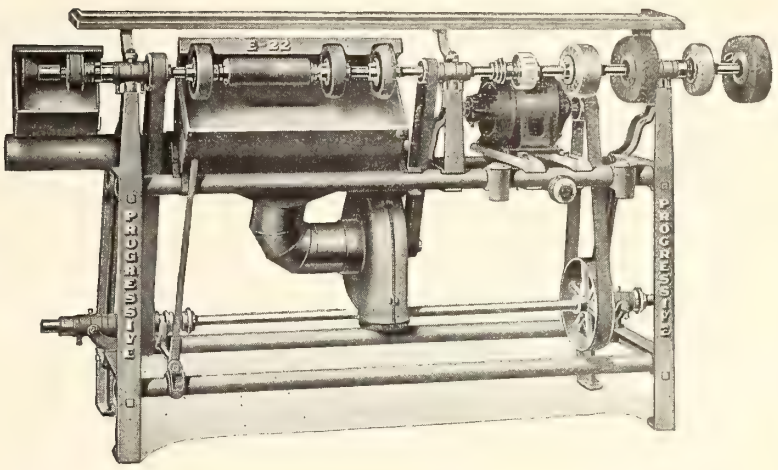
Main Office and Factory
MONTREAL

TORONTO
90 Adelaide Street, W.

KITCHENER
46 Foundry Street, S.

QUEBEC
28 Demers Street

The man who builds a Progressive Finisher



Every man who builds a Progressive Finisher or any part of it knows that the high standards of quality which the Management of the Progressive Factory insist upon automatically insure that Progressive Finishers are as nearly perfect in materials and workmanship as it is possible for human hands to make them.

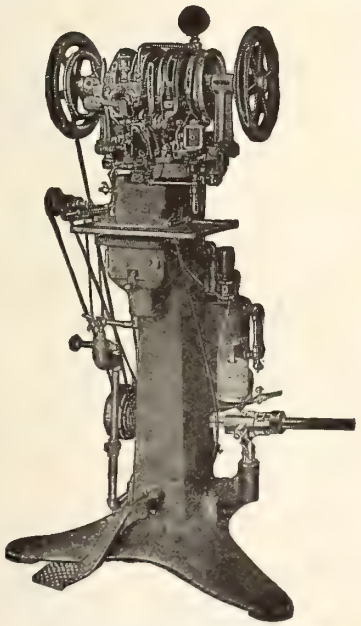
The 1922 Models of Progressive Finishers combine this exceptional workmanship with several new features which make "Progressive Quality" mean more to the repairman today than it ever has before.

The motor switch, for example, which is a part of all Progressive Finishers when ordered complete with motor, gives you a most convenient arrangement. Just step up to the machine, turn a button, and you are ready for work.

That is only one of many reasons why the 1922 Progressive Finishers guarantee the most value per dollar of price and per year of usefulness.

PROGRESSIVE SHOE MACHINERY CO., Minneapolis, Minn., U. S. A.

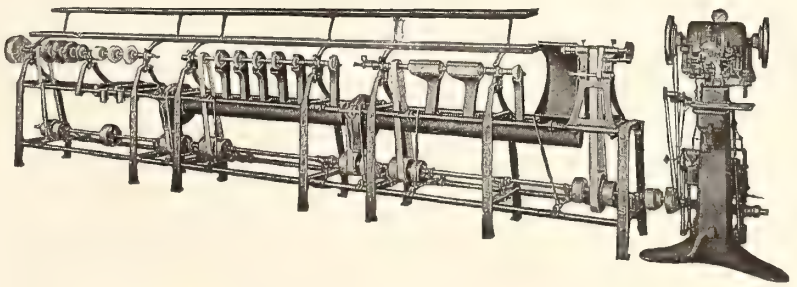
Landis Outfits are Money-Makers



Landis No. 12 Shoe Stitcher. outright—No royalty.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

Sandal Season

will soon be here

That the majority of sandals usually show signs of ripping sooner or later, is a known fact among our customers who buy them. One of the strongest selling points of the Humberstone product is its non-rip feature. Special attention has been given to the stitching at all vulnerable points. This gives the Humberstone Non-rip Sandal the distinct superiority.

Are you prepared for the coming season?

Humberstone Shoe Co., Ltd.
HUMBERSTONE, ONT.

It will pay you to get our prices

INDIAN

Moccasins, Slippers, Snow Shoes for your approval

MOCCASINS—Fancy and wide toes, to supply all comers

SLIPPERS—A range of 25 different kinds in all shades

SNOW-SHOES—Below pre-war prices on these goods, and a fine stock to supply you

The above in Men's, Ladies', Misses', Childs', and Infants' Sizes.
The Right Goods, The Right Prices, The Right Time

At your service

BASTIEN BROS.
INDIAN LORETTE, QUE.
Agents for Ontario and the West:
ROSS & SHAW, 121 Wellington West, Toronto, Ont.

KELLEY KID

LEADS THEM ALL
in Uniformity,
Fine Texture, Wearing Qualities and Finish

In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

Thomas A. Kelley & Co.
Tannery and Main Office, LYNN, MASS.
Selling Agents:
ROUSMANIERE, WILLIAMS & CO.
87-93 Lincoln St., BOSTON, MASS.

Novelty Background Papers and Accessories

Just the Thing for Your 'Sport' Trim!

Artificial Grass Mats, 1x2 yards, $3.25 per mat
Very realistic

Birds of Happiness (Illustrated) Measure 9-1/2" assorted colors $1.00 per dozen

Butterflies (Illustrated) Measure 4-1/2" assorted colors .75c. per dozen

Everything for your windows; Borders, Artificial Flowers, Baskets, Glass Stands, Price Tickets, Roping, Scenic Paintings, etc., etc.

Get in touch with us

DOTY & SCRIMGEOUR SALES CO., INC.
30 Reade St., NEW YORK
"The House of Novelty Decorations"

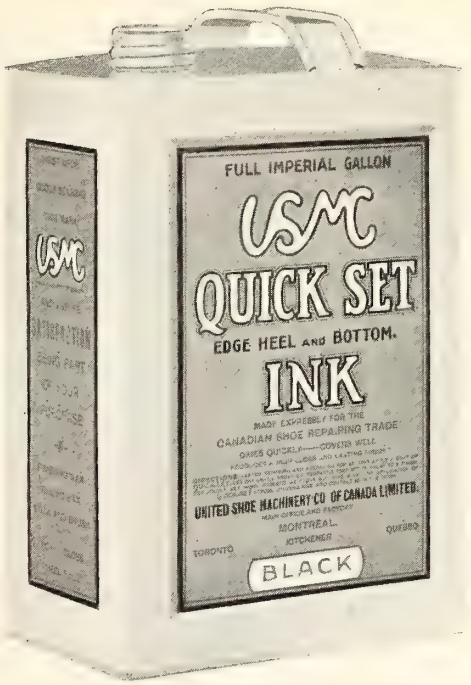
ANNOUNCING

QUICK SET

THE NEW EDGE HEEL AND BOTTOM INK

Especially Prepared

FOR THE CANADIAN SHOE REPAIR TRADE



Look for the Distinctive Red and Black Lithographed Cans

A High Grade Dependable Quick Set Ink of Good Body

RICH LASTING COLORS

BLACK OXBLOOD AND BROWN

Packed in Quart and Gallon Cans Only

DRIES QUICKLY **SETS WELL BY HAND OR MACHINE**

FOR COMPLETE SATISFACTION

Order and Insist Upon QUICK SET—Not Merely Ink

Place Your Trial Order Today

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

Main Office and Factory

MONTREAL

TORONTO
90 Adelaide Street, W.

KITCHENER
46 Foundry Street, S.

QUEBEC
28 Demers Street

"LA-RITA"

A New Number in this Popular Line

"Young Misses"

"La-Rita" Babies', Infants', and children's high grade stitchdowns have long been a popular line with the trade. Because of their popularity we have added a new number "Young Misses" stitchdowns which are of the same high quality.

Write us for particulars.

The Rita Shoe Co.

Limited

St. Hyacinthe Que.

By Appointment

The Greatest Quality at Any Price

Genuine Indian-Made Slippers
High Grade Elk Moccasins
Tough Elk Work Mitts

These three lines are the leading products of the Holt, Renfrew Indian Factory at Loretteville. The prices at which our new lines for 1922 are offered will compare favourably with any, while the quality of both material and workmanship is supreme—just the sort of merchandise which has made the Holt, Renfrew reputation—the sort of merchandise which will do credit to your store.

Write us to-day and our salesman will call, or we will mail samples and price lists direct to you.

Holt, Renfrew & Co.
Limited
Quebec, Que.

Edwards & Edwards

LIMITED

TANNERS OF

SHEEPSKINS

FOR

Shoes, Gloves, Saddlery
Upholstering
Bags and Suit Cases
Bookbinding
Fancy and Novelty Goods
Skivers
Embossed Leathers
Etc., Etc.

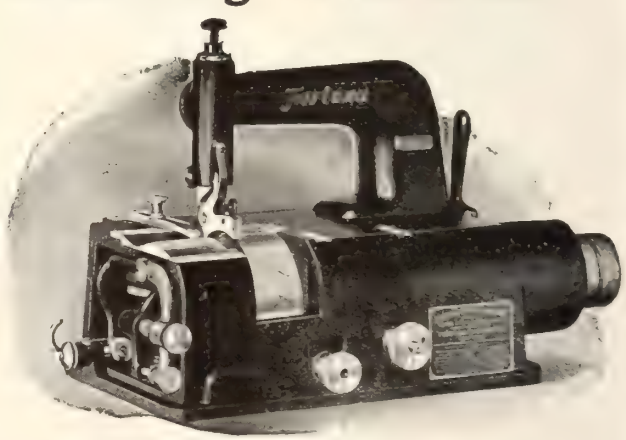
Edwards & Edwards Limited

Head Office and Sale Rooms: 27 Front E. Toronto
Tanneries: Woodbridge, Ont.

Quebec and Maritime Provinces Represented by
JOHN McENTYRE LTD. 28 St. Alexander St. MONTREAL, QUE.

Fortuna

Skiving Machine



For Manufacturers who Skive Leather, Felt, Cork, Rubber or Paper

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.

147-153 Waverly Place - NEW YORK

Local Advertising

Mr. Retailer, this stamp featured in your local advertising will bring unrealized trade.

There are four million Union men in Canada and the United States. This little stamp featured in your local advertising signifies to Union members and their families, that you sell Union-made shoes.

They will turn their trade to you.

BOOT AND SHOE WORKERS' UNION

The Union that has an agreement with manufacturers settling all wage differences by ARBITRATION.

246 SUMMER STREET BOSTON, MASS.

COLLIS LOVELY, Gen'l Pres.
CHAS. L. BAINE, Gen'l Sec'y-Treas

The Lincoln Paper Mills
Company, Limited

can supply
your requirements
in

GLASSINE

Super-Glazed Kraft
for Interlay

Wrapping Paper

The above are thoroughly Canadian-made products of the highest quality and at the attractive prices quoted, should appeal to every Canadian shoe manufacturer.

Will you get in touch with us ?

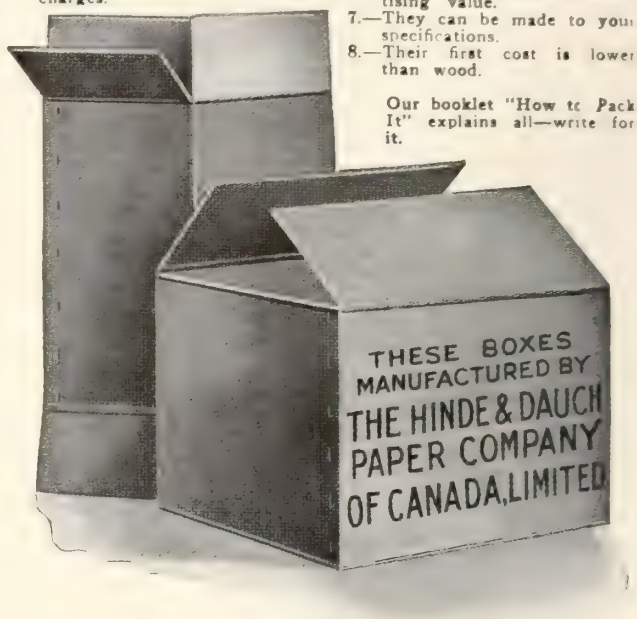
LINCOLN PAPER MILLS CO., LTD
MERRITTON ONTARIO
Branch — 112 Bay St., Toronto.

We Can Save Money for You on Your Shipping & Packing

H & D Solid Fibre Board Boxes

1.—They protect your shipment against loss from dampness and water.
2.—They are extremely light, which means low freight charges.
3.—They cannot be opened without breaking the seal
4.—They save time in packing
5.—They save storage space
6.—They have strong advertising value.
7.—They can be made to your specifications.
8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co. of Canada Limited
TORONTO ONTARIO

The Best and Most Durable Shoe Laces Are Made With Our

Power Shoe Lace Tipping Machines

Textile and Special Machinery
Harris-Corliss Steam Engines

Eastern Representative for
WORM GEARS AND WORM GEAR REDUCTION UNITS

The Franklin Machine Company
Engineers Founders Machinists
189 Charles Street, Providence, R.I.

The Peterboro Shoe

For MEN, BOYS, YOUTHS and LITTLE GENTS

A staple line of Footwear, prominently known for its superior workmanship, first grade materials, smartness and comfort. A Line you can stock with assurance. Write us to-day.

B. F. Ackerman, Son & Co., Limited
PETERBORO, Ont. Western Branch, REGINA, Sask.
MAKERS OF THE "PETERBORO" SHOE

The Pillow Welt

GLOBE PILLOW WELT Shoes are supplied for the foot that Nature made. They allow a child's foot the freedom to grow properly. They give the adult's foot the comfort of correct shape.

Make your customers happy with the GLOBE PILLOW WELT—The only genuine Goodyear Welt Shoe made with a Pillow Insole.

Globe Shoe Limited, Terrebonne, Que.

Montreal Office, J. A. BLUTEAU, Representative
11a St. James Street

Carried in stock by Alfred Lambert, Inc., Montreal

The People Demand

CLARKE'S

PATENT LEATHER

There is only one way to develop a demand for Patent Leather and that is on a quality basis. Shoes which embody inferior substitutes for Clarke's will soon reach their low level in the estimation of the public.

Manufacturers and dealers alike can best ensure the continued support of the people in their patent lines by using Clarke's Patent Leather exclusively.

A. R. CLARKE & CO.
Limited
TORONTO - MONTREAL - QUEBEC

Vol. XII No. 6 Toronto, June, 1922

Footwear in Canada

CLASSIC

This neat sandal effect is one of the up-to-the-minute styles which will be featured in the coming months. A charming combination of black suede with patent vamp and heel, it has the appeal of a novelty without being extreme.

Getty & Scott Limited, Galt, Ont.

MAKERS OF THE "CLASSIC SHOE" FOR WOMEN AND CHILDREN

THREE STYLES OF
PANTHER SPORT SOLES

PANTHER SUCTION SOLE

PANTHER INSERT SOLE

PANTHER STUDDED SOLE

PANTHER
Quality Sport Soles

MAKE SPORT SHOES SMART AND SERVICEABLE

REGISTERED DESIGNS

It is the sole that makes this practical outdoors accessory the popular number it was last season and will be larger this season

Panther Soles are made in three Sport Styles, each one being the peer of its class

COLORS:

Made in Pale Pink, Chocolate, Black and Ivory White

PANTHER QUALITY SPORT SOLES GUARANTEED

To wear twice as long as leather

Officially correct for Golf, Tennis, Hiking, Yachting, etc.

Now being used by the best manufacturers

Ask your manufacturer for Panther Designs

Panther Rubber Co., Ltd.

Sherbrooke, Quebec, Canada

DESIGN REGISTERED CANADIAN PAT. OFFICE

PANTHER SUCTION SOLE

NOTE THE STANCE TOE AND HEEL SO LOVED AND DEMANDED BY GOLFERS

PROMPT DELIVERY

E U R E K A

Our Growing Girls', Misses', and Children's lines are made with the same care and material as our Women's Lines.

No. 8512

Prompt delivery guaranteed

No. 8552. Womans Two Button One-Strap Pump with imitation saddle strap. Last 100 14/8 Baby Louis Heel or Cuban Heel.

See our new Lines in One, Two and Three Straps, Button and Buckles.

Wide and Narrow Straps

Our Prices include Laces & Cases

EUREKA SHOE COMPANY, LIMITED

Three Rivers - Quebec

WRITE US TO-DAY FOR SAMPLES AND LATEST PRICES.

"Tred Rite"

Every Shoe a genuine Goodyear Welt

The fact that the Tred-Rite line is absolutely an all leather proposition is enough to commend it to the dealer who is building sales from the wearability of his merchandise.

Added to the quality of all leather material you have the natural foot-fitting lasts for growing feet and the character of Tred-Rite workmanship put into the genuine Goodyear Welt. The result is a shoe that has real business getting possibilities for you.

The
Tred-Rite Shoe Company Limited
Otterville, Ontario

"Yamaska" Brand—a line manufactured by us in order to cater to the particular wearer.

We have made a substantial reduction in our prices but the quality still remains the same.

"Yamaska" means Quality. Write for samples immediately.

La Compagnie J. A. & M. Cote

ST. HYACINTHE - QUEBEC

——SPRING 1923——

An Open Letter to Our Customers

Montreal, June 1st, 1922.

Gentlemen,

We beg to inform you that our new samples for Spring, 1923, will be ready for your inspection on June 15th, 1922.

We look forward to the pleasure of an early visit from you. You may count upon our customary attention and service.

Yours sincerely,

AIRD & SON, REGISTERED.

THE·ROBSON·LEATHER·CO·LIMITED
HIGH GRADE SIDE LEATHER
OSHAWA CANADA

BLACK BEAUTY
CHROME PATENT SIDES

THE BOSTONIAN SHOE

How Is Your Stock?

IT may at the moment be low in certain styles or sizes. Don't take a chance on missing a sale by being out of something your competitor may have.

Take a look over your stock—leather goods, white goods, or rubbers—and let us know. We will give you quick action with the right goods and there will be no doubt about the quality or the service.

Look over your stock now, while it is in your mind.

James Robinson Company

Limited

184 McGill Street Montreal

J. A. McLAREN
Company, Limited
Wholesale Shoe Distributors
TORONTO ONT.

All Ready for Hot Weather Business

Summer Shoes For Sorting Service

"Speed King"

TENNIS AND OUTING SHOES FOR MEN, WOMEN AND CHILDREN.

Balmorals, Oxfords and Strap Shoes of the latest popular styles in White, Brown and Black, and with solid rubber or spring heel.

Barefoot Sandals

Tan and Patent Leather on hand for quick shipment.

THE SUMMER SHOE SEASON is here, and the J. A. McLaren Company staff are at your service to help you make the most of it.

To this end we have searched the offerings of Canada's leading manufacturers and have gathered together at our warehouse a most complete range of summer goods to meet the ever increasing demand.

White Canvas Shoes for Warm Weather

Women's one wide strap buckle shoe in White Canvas with white canvas covered medium cuban and flat heels.

One, two and three strap white canvas shoes buttoned, with medium cuban and flat heels. Some lines with White Canvas covered heels and some with White Enamelled heels. Made McKay Sewn and Goodyear welts.

All orders for white shoes whether given to our salesmen or sent by letter, telephone or telegram will be shipped same day as orders received.

A complete line of Patent Leather, Mahogany Calf and Gun Metal Calf in one strap buckle shoes, McKay sewn and Goodyear welt in medium cuban and flat heels.

Every pair this year's stock featuring the latest ideas from the leading style centres.

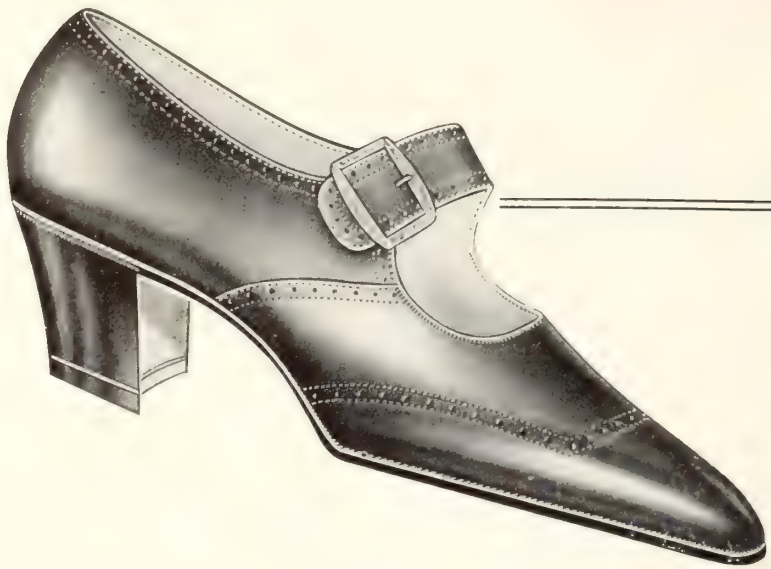
Leather Footwear

Do not overlook our regular lines of leather footwear—the "Imperial," "Maple Leaf" and "Little Canadian." The right goods, the right prices—shipped at a moment's notice.

J. A. McLAREN COMPANY LIMITED

30 Front Street West :-: Toronto, Ontario

PATRICIA DALACO



525½—Patent one strap buckle shoe, plain McKay L. 299. Supplied also in Brown and Black and in ⅞ heel.

Mr. Retailer:

The Daoust Lalonde shoe has for years been known as

"A BOOSTER OF SALES"

Let Us Show You The Reason Why

DAOUST LALONDE

and Company Limited

MONTREAL - QUEBEC

You know the Product
Let us show you the Service

SPEED KING
Outing Shoes
for Rush Delivery

A wire, postal or phone order to our nearest wholesaler will bring immediate delivery of any Speed King Style that you may run short of. Retailers who carry an up-to-the-minute stock cannot but appreciate the value of such service. As a matter of fact, this rush in-stock service is an absolute necessity to you if you are determine dnot to disappoint your customers ; are you making full use of it ?

INDEPENDENT WHOLESALERS

Amherst Boot & Shoe Co., Limited	Halifax, N.S.
Amherst Boot & Shoe Co., Limited	Amherst, N.S.
Brown, Rochette, Limited	Quebec, Que.
James Robinson Co., Limited	Montreal, Que.
J. A. McLaren Co., Limited	Toronto, Ont.
White Shoe Co., Limited	Toronto, Ont.
C. Weaver,	Trenton, Ont.
The London Shoe Co., Limited	London, Ont.
T. Long & Brother Limited	Collingwood, Ont.
The Independent Rubber Co., Limited	Winnipeg, Man.
Amherst Central Shoe Co., Limited	Regina, Sask.
Dowers Limited	Edmonton, Alta.
The J. Leckie Co. Limited	Vancouver, B..C.

The Independent Rubber Co., Limited
Merritton - Ontario

For Steady Sales

YOU can order any of the lines illustrated with full assurance of their appeal to the customer for whom they are designed.

We would particularly call your attention to our One Buckle Strap Shoe illustrated below which is filling a big place in the merchandise of today's popular demand.

Black Kid, 8" Bal Imitation Straight Tip 12/8 Cuban Heel Countess Last.

Aunt Polly Oversize Black Kid, Heel Fox Bal., Insole, Rubber Heel. Pat. tip Cushion Insole.

Patent One Buckle Strap, Imitation Tip and Scroll. Stocked on Vassar and Duchess Lasts. Also in Black Kid on Duchess Last only.

No. 717—Aunt Polly Oversize Standard and stout ankle. Cushion insole, Rubber heel.

No. 7407—Brown calf oxford Bal. Countess Last, and Caprice Last and Academy. C. & D. Widths. In-stock.
No. 7436—Black kid oxford Countess Last. In-stock.

No. 1401—Black Kid oxford. Aunt Polly oversize. Cushion insole. Rubber heel. Pat. or self tip and plain toe.

No. 177—Black kid 2-strap. Duchess last. C. & D. widths. imitation tip, or plain. In-stock.

The Lady Belle Shoe Company

LIMITED

Kitchener, Ontario

THE unusual care exercised in the making of our own fibre, in the methods of construction and in the performance of each operation, give to

Spaulding's Fibre Counters

universal recognition as the best counters for quality and fit.

Send us sample lasts and let us fit them free of charge with the proper SPAULDING Counters.

J. Spaulding & Sons Company, Inc.

Main Office and Factory
NORTH ROCHESTER, N. H.

Boston Office
203 B ALBANY BUILDING

CANADIAN AGENTS

International Supply Co., Kitchener, Ontario, and Quebec City
V. Champigny, Montreal

The Middle Of June

How About Your Stock Of

"OUTING"

(BRAND)

Canvas Shoes

Warm weather is here. The new green of early foliage, the call of Spring, the soft, warm breezes and bright sunshine arouse strong desire for out-door recreation. In a few days, the rush will start for Canvas Shoes.

Are You Short?

Sort up and order now. Be sure you have full lines for summer sales.

Every "Outing" Brand Shoe is made up to a standard that maintains our good name for Quality

Gutta Percha & Rubber, Limited

Head Office and Factories, Toronto.

Branches in all Leading Canadian Cities

NERO
A Tetrault Welt

HERE is one of our many new productions in Tetrault Welts—a real Man's Shoe--the final word in smart style and the value that always makes Tetrault Shoes outstanding.

Made in Oriental Brown Calf.

Pick Tetrault's "Nero" Last and you pick the winner of the Season in Men's Shoes.

TETRAULT SHOE MANUFACTURING CO., LIMITED
MONTREAL, QUE.

Largest Makers of Boots and Shoes in Canada

"THE WEAR PENETANG TANNERY IS THERE"

A New Color and Finish
for
Penetang Sole Leather

Last month we announced an important change in color and finish of Penetang Sole Leather. This popular tannage is now available in a beautiful union color in place of the former cherry red tinge. The same fine features have been retained with the added advantage of exceptionally fine appearance.

The change has already brought forth many new orders and general expressions of approval. Indications are that it will enjoy a wide sale.

We suggest that you place your requirements as soon as possible.

The Breithaupt Leather Co.

Limited

Manufacturers of "the Standard of Canadian Sole Leather"

Sales Offices:

KITCHENER TORONTO VANCOUVER MONTREAL QUEBEC

Tanneries at:

PENETANG HASTINGS KITCHENER WOODSTOCK BURK'S FALLS

Footwear in Canada

A National Journal of its Findings, Making and Sale, with a quality circulation—every reader a possible buyer.

Published Monthly.

HUGH C. MACLEAN PUBLICATIONS
LIMITED
THOMAS S. YOUNG, Managing Director

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

MONTREAL — 119 Board of Trade Bldg.
WINNIPEG — 320 Travellers' Bldg.
VANCOUVER — Winch Building
NEW YORK — 296 Broadway
CHICAGO - — 14 West Washington St.
LONDON, ENG. — 16 Regent Street S. W.

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Vol. 11 **June, 1922** **No. 6**

Variety is the Spice of Merchandising

In business to-day, monotony is the unpardonable sin. Hence the kaleidoscopic style changes. Manufacturers exhaust invention in the effort to create acceptable variations in their products, and the modern retailer's eye is always open for something attractively new, and as soon as it comes to his attention straightway he hastens to place it in his window. Indeed we are playing this game to the limit in the shoe industry, and perhaps exceeding the legitimate limit.

But in their style mania, some are overlooking the fact that novelty in presentation is often as effective a sales' booster as novelty in the product itself. If retailers as a whole would concentrate a bit more upon methods of presentation, they might find that variety in that respect could to some extent take the place of the excessive frequency of styles changes. Strikingly original window display effects and advertisements, with continued variation, will stimulate public interest. No matter how good one window trimming arrangement or how effective one particular type of advertisement may be for a time, each will eventually become tiresome, except reasonable variety is introduced. Don't overlook either the fact that your store interior may be sometimes changed around a bit to advantage. A little touch of novelty in its arrangement, with here and there a new feature, will help to keep the interest of both the public and the employees alive.

The New Budget

The provisions of the new budget do not greatly affect the Canadian footwear industry. The 2½ per cent reduction in the duty under the British preference schedule will no doubt offer some slight encouragement to the British shoe manufacturers to compete in the Canadian market. The U. S. tariff is not interfered with. It may be noted, that the rate of imports of boots and shoes from the United Kingdom has been maintained almost at high level, despite the depression. During the fiscal year ended March, 1922, this amounted to a value of $335,761. For the year 1920-21 it was $358,451, which represented a large increase over the 1919-20 fiscal period, when the total was $94,000.

The increase in the sales tax to 4½ per cent between manufacturer and retailer, and 2¼ per cent between manufacturer and wholesaler and wholesaler and retailer, is not likely to meet with any serious objections from the shoe trade. Retailers who are selling smaller articles marked at a standard price are making complaints, but where, as in the case of shoes, the tax can readily be added to the selling price of the goods, there appears to be general satisfaction with the provision.

Be Ready with the Goods when Season Opens

"I am going east on a buying trip to-night and I'm going to order a thousand pair of men's shoes," said a shoe merchant upon whom "Footwear" dropped in recently.

"You think the time has come for your fall placing," we asked.

"I certainly do, and from what I can see, there are a lot of fellows who will lose business this fall **through not having their shoes in hand in time.** We have done very well this year—in fact our sales compare very favorably with last year's—and I believe it has been largely due to the fact that we had our spring oxfords **early.** We began selling them in March and got the people coming our way. If we hadn't had nice clean new stock in our windows and on our shelves when the first balmy days of spring came, we would simply have failed to get the business. Procrastination is a thief of sales as well as of time. The cream of the trade is generally on top, that is at the very opening of the season, and if a

If trade is lagging, try the stimulus of new ideas

merchant isn't ready to handle it, he's out of luck."

It seems to us that there's something in what this retailer says. It's worth thinking over.

Why Not a Lost Sales Record?

Have you a lost sales record? When a sale is lost you should know about it, and why, so as to guard against the loss of another from the same cause, if possible. The most common reasons and excuses for customers not buying are: Could not be fitted; price too high; looking for something better; just shopping; saw article at lower price elsewhere; will wait for special sale; does not like type of merchandise carried; wants to show goods to a friend.

Some progressive concerns have adopted the plan of supplying their salespeople with forms on which they report daily each sale lost and explain the circumstances of its loss. This supplies the management with very valuable data, both as to the efficiency of the members of their sales force and the possibility of improving the condition of their stock or their business system.

Power of Advertising Based on Confidence

"In a great many cities where business men have not organized to protect themselves against the destructive practices of those who abuse advertising by making exaggerated statements," said H. J. Kenner, director of the vigilance work of the Associated Advertising Clubs of the World, "advertisers have found that the appeal of their advertising is being dulled. If some advertisers are allowed to fool people, that hurts all advertising. During the last few months, when sales have been somewhat harder to make than they were before, a growing number of business men have been unwise enough to attempt to resort to exaggeration. Greater demand for help in the organization of local work has resulted."

Easy Fitters for Hot Weather Business

"During the hot weather, the easiest shoe to sell, as I have found it, is the 'easy fitter' in glace kid," said a shoe merchant who caters to the men's trade in conversation with "Footwear." "You can sell three pairs of that type of shoe while you would be trying to fit a customer with a pointed-toe, narrow-last shoe. That was my experience last summer. A customer comes in limping, with his feet burning and his corns twinging. Give me foot-comfort or give me death—that's about how feels for the time being. You get out a foot-fitting kid oxford, nice and soft and roomy. He looks at it and says that's not a very pretty shoe. 'Never mind—just try it on anyway.' You slip it on his foot and watch the expression on his face. He stands up in it, wiggles his toes around, bends his foot, and there's not a twinge in it anywhere. 'Whew! By jove! That does feel good. I guess that's the shoe for me alright"— and you've got the shoes sold and you send away a satisfied customer in next to no time. Great stuff for Saturday's business!"

Adapt Your Policy to To-dav's Needs

One of the essentials of successful merchandising to-day is flexibility. This is a time of flux. Conditions are constantly changing. The public mind is unsettled, their tastes erratic, their moods uncertain. It is a time, too, of rapid progress and development. People accept, to-day, with scarce the elevation of an eyebrow, the most marvellous electrical and scientific discoveries. We are becoming almost surprise-proof, and there seems to be nothing so marvellous that it can shock us out of our matter-of-fact, take-for-granted attitude.

Under such circumstances as these, the merchant needs to be wide-awake. He needs to cultivate a sensitiveness to the moods of the public. His mental barometer must accurately register the atmosphere of his community, so that he can anticipate the psychological appeal almost from day to day.

Of course there is always the fellow who jumps about from one policy to another and never gives any line of action a fair trial. He's simply got a dose of nerves, or lacks persistence, or has something loose somewhere in his make-up. What we have in mind is not that a man should change a good policy, but that he should always be ready to adjust it to the conditions of the moment. Pleasing the public is like pleasing a woman. It requires tact, patience and foresight, and not a little well-timed wooing—but it pays. Oh, Boy! It pays!

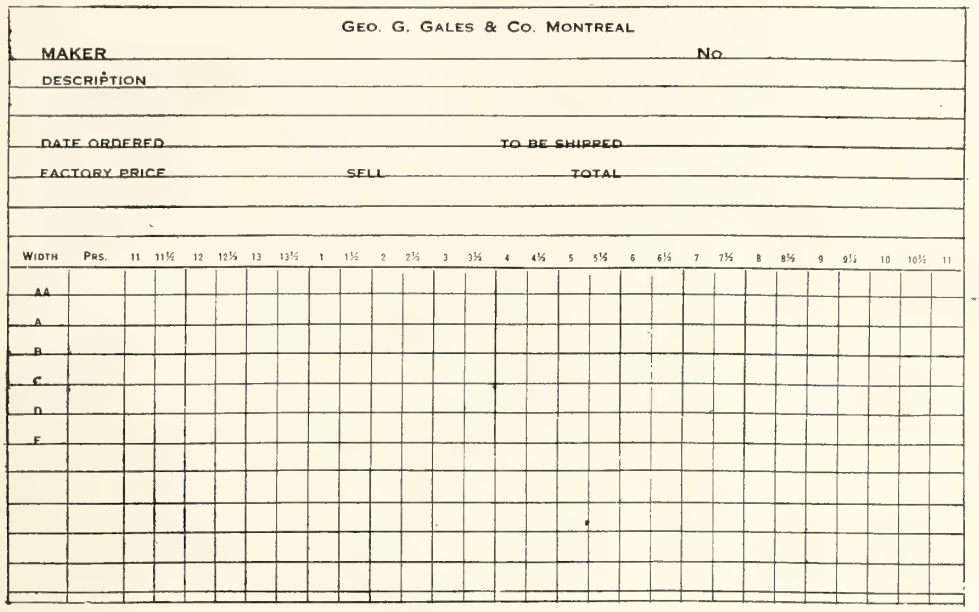
In 1667

There were 20 shoemakers in all Canada.

To-day

There are 158 shoe factories, and Canadian-Made footwear of unexcelled quality is being produced.

Once in a while give the public some real food for thought in your window cards


GEO. G. GALES & CO. MONTREAL

MAKER ____ No. ____

DESCRIPTION ____

DATE ORDERED ____ TO BE SHIPPED ____

FACTORY PRICE ____ SELL ____ TOTAL ____

WIDTH	PRS.	11	11½	12	12½	13	13½	1	1½	2	2½	3	3½	4	4½	5	5½	6	6½	7	7½	8	8½	9	9½	10	10½	11
AA																												
A																												
B																												
C																												
D																												
F																												

Fig. 1—The Stock Record Card. As soon as an order is placed, it is recorded on this card which is filed alphabetically according to the name of the maker.

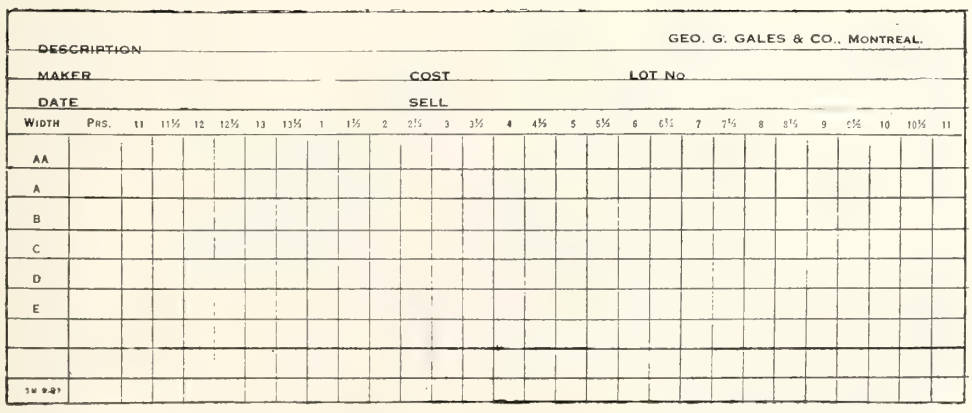
Simplicity Features Stock Record System Used by Geo. G. Gales & Co.

After the experience of recent years there does not seem to be any argument required to prove that an efficient stock keeping system is necessary for the safe operation of a retail shoe business. The point a shoe merchant has to consider is what system will best meet his particular requirements. Some require a system which will cover a great deal of detail, and others prefer to use a simple method which will keep them informed in a more general way as to the condition of their stock. Simplicity in any case is a very desirable feature.

The cuts herewith illustrate a number of forms which constitute the basis of the system of stock records used by Geo. G. Gales & Co. of Montreal. This firm has found that these forms are adequate to the needs of their business and supply them with the information necessary for a safe buying policy.

Fig. 1, shows a stock card which forms the backbone of the system. As will be noted, the card makes provision for the maker's name; the Company's own private stock number; the date of goods ordered; the date upon which shipment is made; the factory price; the selling price, and the total cost of the goods shipped on the order, in addition to the number of pairs in each different size and width. As soon as an order is placed it is recorded on this card, which is filed alphabetically according to the name of the maker. The size of the card is 8″ x 5″. The stock numbers run in hundreds, each hundred representing one of the different classifications of the goods under which they are arranged, as "Men's Oxfords"; "men's boots"; "women's slippers"; "women's bals", etc.

Fig. 2, shows the form used by the stock man to record the receipt of the goods as they arrive. Full information is marked on this form, which is then sent to the manager's office, where the receipts are


GEO. G. GALES & CO., MONTREAL.

DESCRIPTION ____

MAKER ____ COST ____ LOT No. ____

DATE ____ SELL ____

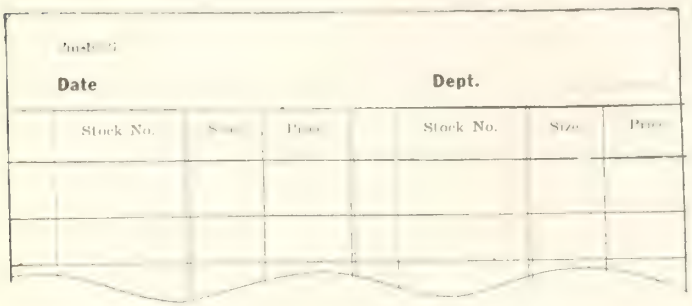
WIDTH	PRS.	11	11½	12	12½	13	13½	1	1½	2	2½	3	3½	4	4½	5	5½	6	6½	7	7½	8	8½	9	9½	10	10½	11
AA																												
A																												
B																												
C																												
D																												
E																												

SM 9-27

Fig. 2—This illustrates the form used by the stock man to record receipt of goods as they arrive. Information is transferred to stock card.

checked off on the stock card. As soon as the shipment of goods on order is completed the stock card is removed and placed in a separate file.

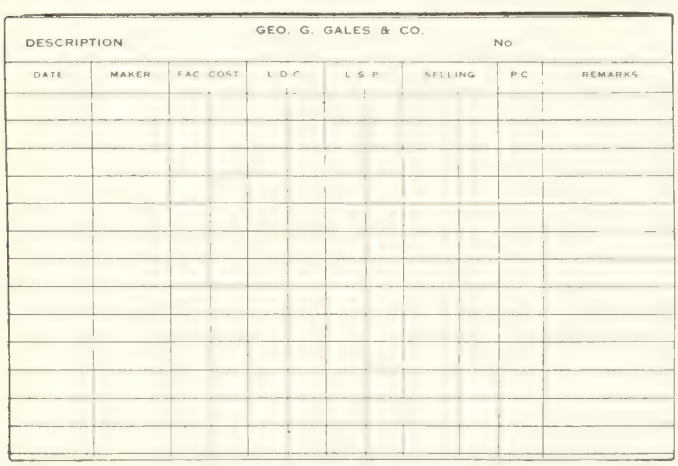
Fig. 3, is another form used for the daily record-


Date Dept.

Stock No.	Size	Price	Stock No.	Size	Price

Fig. 3—Form used for daily record of sales

ing of sales. It is filled in from the sales slips made out by the sales force every day and is turned in to the Manager each morning. The goods sold are then checked off on the stock card (fig. 1) thus showing at a glance the number of shoes of each line on order, the number on hand, and the number sold.


GEO. G. GALES & CO.

DESCRIPTION No

DATE	MAKER	FAC. COST	L.D.C.	L.S.P.	SELLING	P.C.	REMARKS

Fig. 4—Price record card

Fig. 4, is a price record card 6″ x 4″ in size. This card is filed in numerical order following the stock numbers. It shows the date upon which the goods were received, the maker's name, the factory cost, the laid down cost, the lowest estimated price allowable on any line, the actual selling price and the percentage of mark-up. This card thus shows any variations in the cost of a line for a given period, and any changes or reductions in the selling price. Its main function is to facilitate the taking of stock.

A New Spirit in Business

Time was when to operate a retail store meant that every other merchant within the trading radius was the object of bitter suspicion. Nothing was too bad or mean to say about him, at least so far as his business life was concerned.

This ridiculous enemity is passing, fortunately for business as a whole. Merchants are realizing that "competition is the life of trade" and that two bright up-to-date stores will pull more business to any town or district than only one store would attract. So, they are getting closer together; they are co-operating instead of knocking and finding in pays to work with a competitor instead of against him.

A typical example of this new tone in business is shown by the F. R. MacMillan Department Store of Saskatoon, Sask., on the occasion of the formal opening of the Hudson's Bay Company store in that city. Although the Hudson Bay Company will now become a competitor of MacMillan's, yet this was not an occasion for resentment—the reverse in fact.

MacMillan's, the evening prior to the opening of the 'Bay,' published the following advertisement:—

"In extending a welcome to the Company of Gentlemen Adventurers of England to mercantile circles of Saskatoon this establishment is actuated by those principles of business courtesy and cordiality that should form a component part of every institution's foundation stone. It is our earnest hope that The Hudson's Bay Company will continue to add its great strength to those influences now moving in the direction of better shopping facilities for our people and better conditions for our workers.

"It is with a sincere regard that we close this store on Monday, May 1st, at 5 P.M., instead of our usual hour of 6, as a mark of courtesy to the great company, as well as to give each member of our staff an opportunity of visiting the new quarters of the company on the Opening Day."

"Americans Deserve Business; They Advertise for it"

The Toronto Advertising Club held the final meeting of its season at the King Edward Hotel, May 11. Although the attendence was small, considerable interest and discussion was aroused by the address of Russell T. Kelley, of the Hamilton Advertisers' Agency, Ltd., the principal speaker of the evening, whose subject on "Advertising from a business man's standpoint" permitted a wide expression of opinion.

Mr. Kelley touched upon such matters as national unity, the development of Canadian exports, the establishment of industrial bureau to decentralize industry and build up smaller centres; but the larger portion of his talk, and most of the discussion which followed, centred about the extension of domestic trade in Canadian made goods. The speaker referred to the large consumption here of a particular American soap, the popularity of American clothes, and to the fact that half a million dollars a day is being spent by Canadians in American resorts.

E. Sterling Dean, who was among others to comment on Mr. Kelley's remarks, stated emphatically that if American firms were getting a large share of Canadian business they were entitled to it. "They go after it;" he said, "they advertise for it; they get results. If the Canadian manufacturer really wants the business he can get it by advertising for it. Just to satisfy myself of the extent of American advertising in Canada," said Mr. Dean, "I recently checked over the national advertising in a Canadian publication and found that sixty per cent of it was American. This may not be a fair average for all publications, but it is an indication of the aggressiveness of U. S. firms in this country. Until our own manufacturers become equally aggressive the 'Made-in-Canada' cry will remain largely inoperative." —Marketing.

Here's an Idea!

Working up a Mailing List and Making It Work

Have you a really reliable mailing list—a list that you can use without feeling that you are merely wasting postage stamps? There are various ways of working one up, but the best way, according to the experience of Mr. Chas. Levinson, of Levinson's shoe store, Hamilton, is to take the name and address of every customer that comes into the store. The salesmen are instructed to show the name and address on the sales slip, as well as the stock number and price of the shoe, and from the copy this information is transferred to a card index file. In this way, not only a record of each customer is kept but also of the type and price of shoe he, or she, buys.

It's one thing to have a mailing list, however, and it's another thing to use it to the best advantage. Mr. Levinson's method appeals to us as particularly effective. Three of four days after a customer has bought a pair of shoes, the following letter is sent her—or him:

"Your visit of a few days ago was appreciated by all of us. We are interested in knowing if everything is satisfactory.

"We can't get along without pleasing you—and, besides, you should receive satisfaction. Will you kindly advise us of any shortcomings, should there be any? We value frank criticism and always stand ready to 'make good.'

"We thank you," etc.

This is a snappy letter. It can hardly fail to make a good impression. particularly in view of the fact that it is backed by an absolute guarantee of satisfaction. Any complaint a customer may make will always receive immediate attention. He can have a new pair of shoes or a refund, whichever he desires, if any purchase he makes proves unsatisfactory.

After a lapse of about eight months, if a customer does not visit the store in the meantime, she receives a second letter, which reads like this:

"We have not had the pleasure of serving you for some time. If there is any dissatisfaction we would be pleased to know about it.

"Please remember. always, that we are interested in your shoes while you wear them, as we want the shoes you buy from us to fit you at all times and to render you that service and satisfaction which we guarantee.

"As the time is drawing near when you will probably wish to buy new shoes, please bear in mind our pledge of service and complete satisfaction is not confined to any one transaction, but is behind every purchase you make here.

"Expecting the pleasure of again serving you soon, we are, with best wishes," etc.

This appeals to us as the type of direct advertising that is going to get results. It hits a customer about the time she should, and probably is, thinking about new shoes. It tells her that she is absolutely guaranteed satisfaction in every pair she buys at Levinson's, and the chances are two to one, or better, that her next pair will be bought at the same place.

If there is no response of any kind to this letter, the card is set aside to prevent the mailing list becoming too cumberstone.

A Means to Stimulate Staff Loyalty and Enthusiasm

Here are a couple of employees' envelope enclosures used by W.W. Cooper, of Swift Current, Sask. It will do every employee good to read them—and the employers, too:

Will You Help Your Store to Fight for More Sales?

We take it for granted that our salespeople know that this is a year when stores must **fight** to keep up their sales. You have read this fact in the newspapers and the trade papers, and the Firm and all our executives are determined to make this year show a healthy increase in our business.

But we wonder if each of our salespeople realizes the **big responsibility** that rests on the person who actually sells the goods.

We have gathered and brought into the store the best goods that we could find in every line, and we have bought them at the lowest possible prices. Most of you know how closely every line of goods is marked, as we are determined to make prices as low as they can be made—especially during the period which we are now going through.

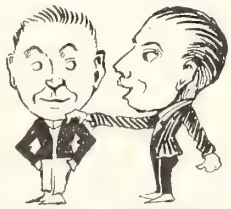
The goods are here; the prices are liberally advertised, and the people are coming into our store.

That is all that the store can do. From that point on the responsibility is **yours**—also the **opportunity.**

If you meet your customers pleasantly—if you serve them intelligently and helpfully—if you know your stocks and are always able to show people just what they need, and at times show them other goods that they would want if they knew about—then you are going to help us make a big success of this hard year.

If you fail in that important work. If people come into the store and ask for goods **which you fail to sell them,** you are robbing the store of its customers and cutting down our sales at a most serious time. We trust that we have no such salespeople.

Have you ever realized that every time you sell a piece of goods you **make a job for some worker** and every time you fail to sell the goods you **rob some worker of a job**—make him or her idle and per-



A word of appreciation spoken in season helps to make contented employees

haps hungry? Some worker somewhere is always depending upon **you** to keep him on the job, making a living.

Don't lay down on the worker who is depending upon you.

Right now the store is full of goods that people need, and which most people are anxious to possess. The firm and all the managers are anxious about getting these goods sold. They are the best that could be bought—they are marked at lowest prices. People need them—want them—will come for ask for them——

Now the Whole Responsibility Rests on Your Shoulders

We believe that we can depend upon you. We have trusted you with your responsible job. Now we want you to make a big record for **yourself** as well as for us. **Play the game to win!**

A Few Promises Which You Should Make

That each day will see you trying to do your best.

That you will take care not to make the same error twice.

That you will make it your business to improve your work a little each day.

That nothing shall prevent you being honest with yourself.

That the firm that fills your pay envelope will get its money's worth.

That little troubles will not disturb your peace of mind or annoy you.

That you shall never speak ill or act dishonestly toward the concern that employs you.

That you will always think a little ahead of the job and thus be prepared to fill the job ahead when the chance comes.

That you will practice politeness, which always yields large dividends.

That everyone with whom you come in contact shall be made to realize that you are capable in every detail of your calling.

That you will not shirk your duties or try to give short measure in the course of your work.

That nothing shall prevent you from trying again if you fail a dozen times.

That the acts of others shall not weaken your resolve to be honest, work hard and try your best.

That reading good books and partaking of safe amusements shall be the height of your dissipation.

That you will not trifle with that great gift of God—good health, and that you will let exercise and right living keep your birthright.

That you will practice each teaching of the Golden Rule, even if others neglect it.

That salesmanship has no fixed rules.

It's Worth the Merchants' While

Cultivating the Goodwill of the Farmer

Here's an Instance in which a Community Club Proved a Successful Means to that End — Misunderstanding Between Town and Country Removed

The percentage of shoe stores in Canada which depend on the farming trade for a considerable percentage of their business is quite large. A study of how this class of trade can be cultivated to the best advantage should be fruitful of results in increased sales. Individual methods are of course of paramount importance. Each customer, be he farmer or artisan, manufacturer or doctor, must receive treatment according to his particular individuality, but at the time it must be remembered that as between country folk and city folk there is a class distinction and in some instances, unfortunately, there is something bordering on class antagonism. This condition should not exist, but the fact remains that it does, and difficulties in business relations often result, which are regrettable from every point of view, and particularly from that of the retailer.

The barrier to mutual friendliness and understanding, however, is not an insurmountable one, a notable instance in which it has been overcome has recently come to our attention. To the merchants of Battle Creek goes the credit of initiating a movement which has created a better feeling between town and country, which has engendered a spirit of good fellowship and helped to eliminate many of those little frictions that help to wear out the nerves of salespeople and put hardship into their day's work. The Merchants' Dinner Club of Battle Creek got a big idea. The members felt that, inasmuch as a large part of their business was done with farmers and their families, something should be done to place their relations on a more friendly footing; they discussed the matter and decided that what they should do was to form an organization by means of which the farmers and their wives and the merchants and their wives might get together and get acquainted. The idea, having been conceived in good will, was speedily brought forth in the form of the Battle Creek Community Club.

This is how they got it going. A committee from the Merchants' Dinner Club was appointed to get in touch with the farm clubs in the surrounding territory to explain their plans and request the privilege of visiting the membership meetings to invite the entire membership to be the guests of the Merchants' Dinner Club at one of their weekly luncheons. The scheme worked well, and for five consecutive weeks the Merchants' Dinner Club entertained different farmers', clubs at their luncheons. The men from the country were a bit sceptical at first, but they came along, and the reasonableness of the Community Club idea appealed to them. Consequently it was formed and has since been going strong. Its main feature is a picnic luncheon once a week attended by the merchants and farmers and their respective better halves, the serving being done by the men. Prominent public men are invited to be present and address the gathering, and many notable speakers have been glad to have the opportunity of visiting such a unique and praiseworthy type of organization.

The advantage which has been gained lies of course mainly in the fact that the merchants have become acquainted with their customers in a social way and each understands the other better. The farmer has got an inkling of the difficulties the re-

And Here's Another

A Good Name Will Bring Forth a Harvest of Trade—if It's Used in the Right Way

A few issues ago we reproduced in "Footwear" a trade-mark used by Mr. Arthur L. Wilson, of Hamilton, Ont. (Robert Wilson Shoe Store), which embodied the words, "Wilson's Bachelor Shoes."

Through this happy thought, Mr. Wilson has capitalized the national advertising of Wilson's Bachelor Cigars. The name sounds familiar to the ear, and when one hears it for the first time, if he does not link up with the well-known weeds right away, he'll think that he's heard all about Wilson's Bachelor Shoes before. In any case, it's liable to set him thinking along the right lines.

But of course the proof of any advertising scheme is the actual results, and this particular idea has been justified by the business brought in. Striking window displays are arranged in which "Wilson's Bachelor Shoes" are featured at $7.00 a pair, the trade-mark is stamped on the shoe and also it has been run in newspaper advertising. Perhaps the name does not deserve all the credit, but the fact remains that the men's business in the Wilson store is ahead of last year for every month since the idea was put into effect, and at the time of "Footwear's" visit May was bidding fair to eclipse any month since the boom days.

It may be noted that $7.00 is a standard price for men's shoes in the Wilson store. There are shoes at higher figures, but the run of the stock is sold at the seven dollar mark. "I am forgetting the old theory of holding to a set percentage of mark-up." said Mr. Wilson. "I am concentrating on volume, and I believe $7.00 is about the price the public is looking for at the moment. Some of the shoes marked at that figure are sold on a fairly narrow margin, but our books are showing a balance on the right side every month, and that's what we're aiming at."

It may be noted in passing that in his fall goods, Mr. Wilson is going to have the trade-mark and price stamped on the inside of the shoe. On the sole he points out, it is lost after a day's wear, but when stamped on the top facing it will remain there as long as the shoe is worn, and will exert some advertising influence in the meantime.

The Wilson policy is to give the public what they want and to only make use of an idea or plan as long as it is delivering the goods. Once the "Bachelor" publicity scheme begins to lose its effect, they'll have something else new and different to take its place. Because a plan worked last year or last month is no guarantee that it will necessarily work next year or nert month. These are days of rapid change, and the successful business man is the one who most quickly adapts his policy to the conditions and demands of the hour.

tailer is up against and begins to see that there are a few thorns in the bed of roses that looked so cushy from his viewpoint, and the retailer, on his part, has his eyes opened to the business of farming. Consequently they find common ground upon which they can meet and when the farmer comes to town to make his purchases he looks forward with a feeling of pleasure to looking in on Jim Jones or Bill Smith. And as for his wife, formerly when she came to town it was very few people she knew even to nod to on the street, but now she may have the pleasure of spending a half hour with Mrs. Brown, the grocer's good woman or Mrs. Henry of the shoe store. Consequently her visits are more frequent, and the more frequent they are, the better for the retail trade.

Does this community club idea appeal to you, Mr. Shoe Merchant, as something that could be advantageously applied in your neighborhood? You're the man to start it.

Tells the Public How to Read Advertisements

A new departure in retail publicity methods was used as part of the regular newspaper advertising space by the Rannard Shoe Store of Winnipeg. Recently under the caption, "How to read advertisements," this store published six rules designed to indicate to the public the value of advertising.

"You can't read all the advertisements you see. But there are some you can profit by reading. A few simple rules may help to select the right ones:

1. "Read only advertisements that interest you. If an advertisement does not tell you something that you are better off for knowing, turn to one that does. There are plenty of them.

2. "Do not believe anything that does not sound true, or that the statements are exaggerated so as to take you in. The best merchandise and the best bargains are usually described in temperate language.

3. "Do not read any advertisement that is hard to understand. If a man cannot describe his goods or service in simple language, he should hire someone who can.

4. "Don't patronize a firm whose advertisements are misleading, which include wild statements that, in your judgment, will not be backed up by the quality and value as represented.

5. "Read occasionally an advertisement of some-

If you will not adopt modern business methods, do not sit back and complain that you never did have any luck any way.

Idea No. 3

If You Are Fishing for the Odd Dollar, a Vacation Display Case Makes Good Bait

The shoe merchant will probably find it fruitful of results to arrange a vacation display case and window trim for the weeks preceding and up to midsummer. When a woman is preparing to go away on holidays she has a lot to think of, and she is liable to overlook some little things that would add to her comfort and enjoyment while on vacation. It is up to the retailer to make it as easy as possible for her to remember what she should bring with her, and to be ready to offer her instant last-minute service on the items it is his business to supply. If any of the folk in your community take summer holidays, put the idea into effect right away. There should be a display case in a prominent position acting as a silent salesman all the time, and a special window trim should be used at intervals.

Let's see if we can suggest what should be featured:

There would of course be the usual lines of outing shoes, golf shoes, and white pumps for dancing. Then there would be bathing shoes and hose, white hose, golf hose, white shoe cleaners of various kinds, travellers' polishing sets for black and brown shoes, white laces, colored laces for bathing slippers, shoe trees. Another item that should be available is a shoe kit, though we do not know where such an article can be procured. Perhaps the retailer could have it specially made. It would simply be a canvas affair with pockets for half a dozen or eight shoes. The shoes could thus be wrapped up neatly for travelling, and there would be no possibility of their soiling the wearing apparel with which they were packed.

There are other items which the retailer might consider it well to include in the vacation display, particularly if he carries sporting goods—but here is the idea any way. It would be well to have a card reminding the customer to take with her that "extra pair of laces." Or perhaps the better way would be to have a shopping pad in the window or the display case with all the little articles a woman should have with her on her vacation jotted down.

thing that you think you know all about. It's often possible to get a new idea from an old advertiser.

6. "Read all the advertisements you see that talk to you in terms of your needs. Then if you buy the article you can be sure you needed it.

"Eighteen years ago we started a policy of dependable advertising—using plain words that were 'easily read' and 'easily understood.' Because we have stuck to that policy, our advertising has been successful. And we shall continue this policy. You will always find Rannard advertising honest, straightforward, undemonstrative."

This was followed by one of the characteristic advertisements of this firm showing a large cut of an oxford shoe, fully described and quoting not only price but size and width range.

The marriage of Mr. Louis Daoust, of the firm of Daoust, Lalonde & Co., to Miss Andree Simard is announced. The wedding took place on May 27 in Montreal.

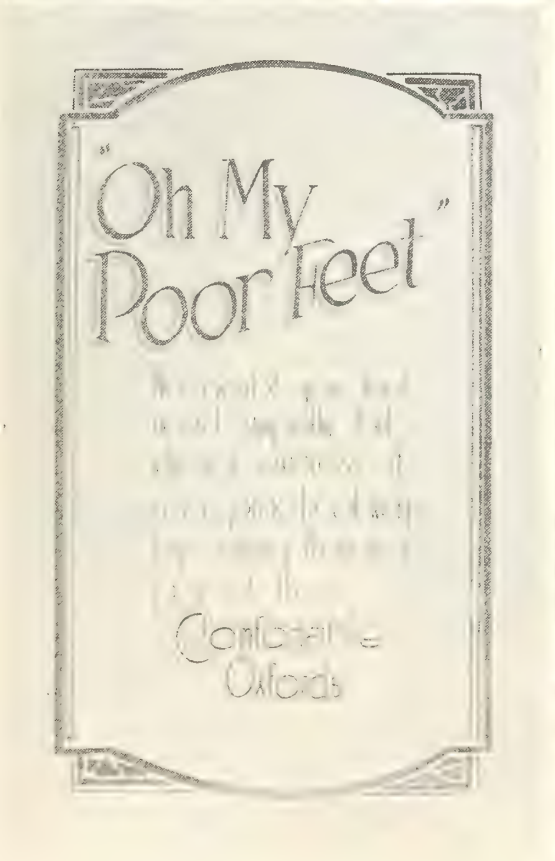
Long Distance Results from Newspaper Advertising

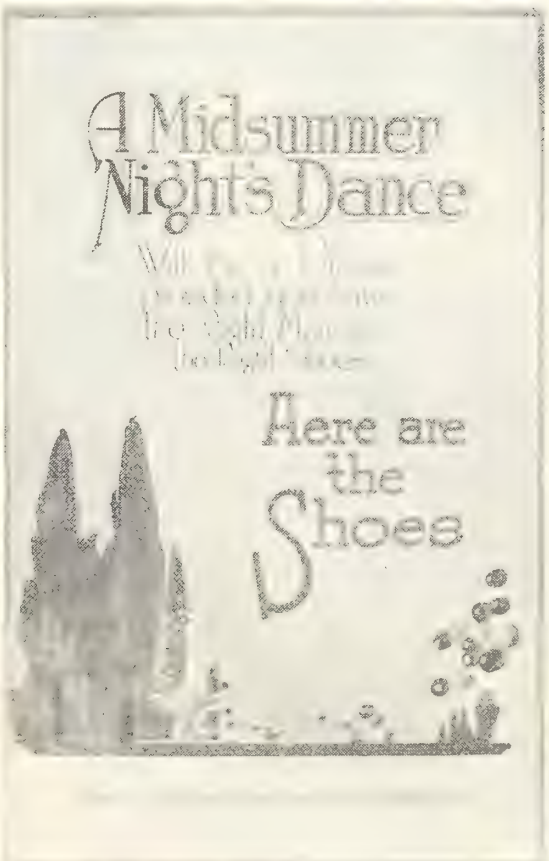
A remarkable indication of the wide-spread influence of newspaper advertising came to light the other day. A letter from St. Margaret's Bay, Halifax, N. S., addressed to Causgroves' Limited, Shoe Merchants, Saskatoon, enclosing an order for certain merchandise advertised in a recent issue of the "Saskatoon Star." With the order was a letter which said:

"I see by the paper of April first" and continued with a request for information concerning certain other shoes which had been advertised in Causgroves' on that date.

P.M.'s Help to Sell Hose

"If you want to sell hose you've got to get after it," said a shoe merchant to "Footwear" recently. "Our plan has been to pay 10 a pair cents to our clerks on every pair sold, and it has boosted the sales wonderfully since we have done this." He went on to say that a big shoe retailer, whom he had recently called upon, south of the line, had told him how he had built up his hosiery business in a short time to a volume of $12,000 annually, simply through interesting his clerks by offering them a small percentage and through advertising.





Would cards like these provide the selling punch you want in your displays? Timely suggestions aptly presented turn prospects into customers. The originals of these cards are designed in attractive colors by an expert show card artist. They measure **14" x 22"**. It has occurred to us that we might be of assistance to those of our readers who may have difficulty in securing satisfactory service along this line. For their convenience, we have made arrangements whereby exact copies, in the same size, can be supplied at **$2.00** apiece, while cards **11" x 17"**, with designs slightly modified, can be supplied at **$1.00** each. If we can assist you, don't hesitate to write us.

Idea No. 4

A Balloon is all Gas, of Course, but it Brings the Kiddies ana Their Mothers Floating Back to Levinson's

To please both the youngsters and their parents should be the aim of every merchant who runs a children's department. It is by the quality of the goods, the values and the service that the parents will be attracted, but the children's interests run in a somewhat different direction—with them it's mainly a question of whether they are nicely treated and whether the store is a nice nursery sort of place where they can feel at home. Chas. Levinson, of Hamilton, Ont., has arranged a new children's department in his store. He has hoisted the office up on a balcony and the space formerly occupied by it is now furnished with nice little wicker chairs and a wicker table on which are picture and story books and other attractions for the youngsters' diversion. By the way of introductory publicity for the department, two thousand balloons were given away free to young Hamiltonians, and Mr. Levinson has now adopted the plan of giving away a balloon free with every pair of children's shoes sold. As Chas. H. Post says, "There's a reason." Definite proof of the value of this form of advertising has been forthcoming. Over a year ago, balloons were given away during a special sale, and one of the children who received one of the gas bags at that time—a youngster about four years old—was brought back to the store by its mother a few months back for another pair of shoes. After the transaction was over, the mother was about to leave the store, but her young son was not quite satisfied, "Me want bloon," he announced with emphasis. And that is why balloons are now being given away regularly with every pair of youngsters' shoes sold by Mr. Levinson. "If," said he, "a youngster of four or five will remember for a whole year that he was given a balloon on the last trip, it looks like mighty good policy to give it to him. A pair of shoes will mean a balloon to him, and when his mother says, 'Johnny, we've got to go and get some new boots,' he'll naturally enquire 'Will I get a balloon this time, Mama?' "

Cooler Bottoms on Shoes

Asbestos insulation between the outsole and the insole is a new means for making cooler the bottoms of shoes for wear in hot summer weather. The argument is that the abestos will keep out the heat of concrete sidewalks, which on a sunny day become so hot that they may blister the feet. At least, barefooted boys keep off of them.

There is certainly a demand for cool shoes in summer time, and manufacturers are trying to satisfy that demand by ventilating the uppers. Among various devices that have been invented for cooling the soles of shoes is to force a current of air through the bottoms of shoes, from heel to toe. But this idea has not been brought into common use.

Asbestos insulation certainly will keep out the heat, for asbestos is a non-conductor of heat. But some shoe experts will argue that asbestos will keep the heat of the foot in the shoe. That argument is open to reply .

However, cooling bottoms of shoes seems to open up a new field of research for shoe experts.—American Shoemaking.

Patent Sally sandal.
Getty & Scott.

An Expensive Bottle

It is not given to everybody to make a friend of adversity in the same way as a tailor up in the North of England. Finding that it was necessary to lower the price of his ready-made suits, he indulged in a clever piece of general publicity . He had the following advertisment posted up all over the district: "A penny bottle of ink cost Messrs. So-and-so £1,000. It was used in marking down prices!"—The Post, London.

Fashion Note—Shirt-sleeve styles are out-of-date in the shoe store

C. S. F. N. Representatives

Mr. Thomas has been appointed to represent the Canadian Shoes-Findings-Novelty Co. in Western Canada, covering with his partner Mr. R. S. Carrick lower and northern Manitoba and Saskatchewan.

Messrs. United Sales Agencies, Reg'd, of the city of Montreal, have been appointed sales representatives for Quebec and the Maritimes by the same company.

It's only under extraordinary circumstances that a merchant can tell a customer to take himself and his business elsewhere.

Report of Styles Committee of the N.S.R.A. of the United States

WOMEN'S STYLES

Strap Patterns

Leather heels, 10/8 to 12/8 in calf leathers; and up to 14/8 in ooze, patent and kid. In all over-materials, patent first; black kid second; and medium tan calf third. The following combinations are recommeded:

Dark beige with medium tan calf trimmings.

Gray ooze with patent or gun metal trimmings.

Black ooze with patent or gun metal trimmings.

Not more than two straps, and a continuation of the wide one-strap is recommended.

Oxfords

Welt oxfords with leather heels, 9/8 to 12/8 in calf leathers; and 12/8 to 14/8 in ooze, patent and kid leathers. The following leathers are recommended in order named. (1) Black kid. (2) Patent. (3) Brown kid. (4) Medium tan calf. (5) Gun metal calf. (6) Tailored effects with front bands, top bands and panels of ooze in harmonizing shades.

Turn Effects for Street and Afternoon

In turns and turn effects, strap patterns will predominate; not more than two straps recommended. A continuation of the present type of toes. Heels of boxwood and Louis types.

Height of boxwood heels, 12/8 to 14/8.

Height of Louis heels, 14/8 to 16/8.

The following materials are recommended in the order named: (1) Patent. (2) Black satin. (3) Black kid. (4) Faun or beige with patent, brown kid, or medium tan calf trimmings. (5) Medium gray ooze with patent or black kid or calf trimmings. (6) Black ooze with patent or black calf trimmings.

Evening Slippers

Louis heels, 13/8 to 17/8.

Boxwood heels, 12/8 to 14/8.

Strap patterns predominate.

Materials are recommended in the following order: (1) Black satin and satin brocades. (2) Crystal cloth or silver brocade. (3) Gold brocade. (4) White glazed calf or kid.

It is the belief of the committee that oxfords will be strong for fall and will be a style proposition. For that reason the tailored effects are emphasized.

In evening slippers for extremely high-grade stores, colored satins and colored leathers trimmed with bands of contrasting color that harmonize with gowns or with the trimmings on the gowns are recommended.

It is the opinion of the committee that side-gore shoes will continue to meet with some favor.

JUVENILE STYLES

Misses and Children's Styles

For misses and children there is a continuation of the broad toe orthopedic last.

For school shoes:

1.—Tan calf.

2.—Gun metal calf.

3.—Patent leather.

For dress occasions, leathers or materials in the following order:

1.—Patent leather.

2.—Patent leather combined with colored fabrics or ooze.

3.—Black calf combined with colored fabrics or ooze.

4.—Medium tan calf and combinations with harmonizing colors.

Low cuts—patent strap effects, dull calf strap effects, and combinations of black and tan leathers with harmonizing colors.

Growing Girls Shoes

Growing girls shoes closely follow the trend of women's styles. The influence of low shoes in the women's lines will be reflected in styles of shoes in the growing girl class.

Boys and Youths Shoes

Boys and youths shoes follow the trend of men's styles.

MEN'S STYLES

Lasts

Lasts have a tendency toward slightly wider toes and slightly shorter foreparts.

Heels

No radical change, and the 8/8 and 7/8 heels will prevail.

Leathers

Colored leathers will constitute 50 per cent. of sales. The prevailing colors will be burgundy (wine shades), medium brown and light brown in both plain and boarded. Other materials—15 per cent. black calf smooth and boarded; 15 per cent. patent; 12 per cent. black kid and kangaroo; 8 per cent. brown kid and kangaroo.

Estimate of Sales

August, oxfords, 60 per cent.; boots 40 per cent.; September, oxfords, 50 per cent.; boots, 50 per cent.; October, oxfords, 30 per cent.; boots, 70 per cent. The committee believes that the sale of oxfords will be heavier during the coming Fall than heretofore. If oxfords are forced during August, September and as far into October as weather will permit, it will mean the sale of many pairs of boots when inclement weather sets in.

Patterns

In medium grade shoes for men, the demand for "speed" shoes will continue, with perforations and other decorations, but these will be somewhat modified, it being evident that heavy perforations and wing tips are now on the wane. In the higher grades, there is a tendency toward plainer effects, brought out by lines of the last and distinctive patterns.

Colors

In the tan colors there is a tendency toward highly glazed leathers, both plain and boarded, in medium and light shades; in the heavier leathers black will predominate in both calf and veals, a large percentage having a boarded finish. Black leathers to have a large percentage of highly glazed finish.

A Glimpse at the Colors in Fall Wearing Apparel

The shoe retailer is well advised to learn something about the style situation as a whole, and not confine himself to shoes alone. It is particularly desirable that he should know the colors that will be in vogue in feminine attire for fall, as these will of course have an influence upon footwear and hosiery shades. It will also be an advantage to be able to talk intelligently with his customers regarding the trend of fashion. The following brief resume regarding the colors for fall in women's wearing appearl will, therefore, we believe, be of value and interest to our readers. It is taken from the Dry Goods Economist:

The colors for street wear will be black, light navy, light and dark brown, twilight blue, dull reds, grays and deep shades of wine. Neutral colors on the order of fawn will be appropriate for street wear.

For afternoon such neutral shades as camel, tan, gray, sand and fawns are indicated. Toast, deepening into burnt bread, will come into favor. Cafe au lait (coffee and milk) will be highly regarded. Light yellow browns, classed by some as pheasant shades, look promising. Soft gray blues allied to Copenhagen have been adopted for the oncoming seasons.

For Evening Wear

The leading novelty colors for evening functions will include the high tones of emerald green. The dark shades are too strong to fit into new indicated color movement. This color has been adopted by milliners for combination with such neutrals as beige ecru and fawn, and black as well.

Canary yellow—that is, the high shade—also will come prominently forward for combination purposes with other appropriate colors, such as lavender blues.

Thistledown mauve will command attention, and turquoise has been revived, with promise of a successful run in the series of novelty colors.

Sea blue, a green blue, rather light, has been frequently mentioned by colorists.

Three reds are mentioned—scarlet and garnet for first place, with flame red—a yellow red—as a high novelty. American beauty is a staple.

King's blue is scheduled for the lively blue, especially for evening wear and for illumination purposes, but gray blues will outsell the stronger colors.

Summed up, the color movement is toward softer shades with some of the fire taken out of the vivid colors by the introduction of white.

It only remains to say that black will still hold a strong position in silks, velvets, woolens and worsteds.

Colors for Fall and Winter Wear

Evening

Light shades of

Chartreuse	Emerald
Thistle mauve	Turquoise blue
Ruse reds	Canary yellow
Scarlet	Shrimp pink

Afternoon

Pheasant browns	Soft gray
Cafe au lait	Gray blues
Fawn	Almond green

Street Colors

Lighter browns	Black
Fawn	African brown

Millinery colors not included

Impressions of the Style Trend

"The general tendency now is toward higher heels and somewhat longer vamps," says Mr. Owens, of Owens-Elmes. The flat heels, he finds are in the discard. Straps will still be in the majority, probably, but a lot of people are looking for something different. A novelty that looks as if it might have a run is the side laced oxford. They are shown with the lacing on the inside, instead of on the outside as on the occasion of their last appearance. For evening wear, silver cloth will be particularly good. Black satin also continues its popularity, and patent is seen with colored trims to match the prevailing shades in wearing apparel.

Among the samples Mr. Owens has coming through were noted some particularly attractive evening slippers in silver cloth, trimmed in some instances with strips of silvered kid. Black satin was shown with velvet trimmings. A new feature was a cross-

Three interpretations of the mode—by Gus Lossman (United Last Co.)

strap effect with a single button. Heretofore two buttons have been used in this pattern one on either side, the one-button pattern being particularly difficult to produce.

The heel, Mr. Owens says, is one of the features that require particular attention at the moment. The Spanish type is being used to a considerable extent, but it has to be just so. The tendency is toward a spikey effect, narrower at the top lift. Louis heel shoes, for the most part, carry a rather narrower toe than the Spanish.

That New York Show

Asked if he had seen anything startling at the New York Style Show, Mr. Howard Blachford replied that he had seen nothing that wasn't. "There was a whole lot of impossible styles that no sane retailer could buy—not more than about five pairs any way —combinations and freakish novelties to no end. The situation at the moment seems to be that neither the retailers nor the public know what to buy. It was significant that there was a meeting held during the show at which all branches of the trade, retailers, wholesalers and manufacturers, got together, and the retailers and wholesalers began to give vent to their feelings. They declared that the manufacturers and pattern makers were killing the game, and that if something wasn't done to stabilize the business, conditions would continue to get worse, that no one could, or would buy ahead, unless they had some assurance that the styles would not be changed before they had opportunity to dispose of their purchases."

As to the general tendency, Mr. Blachford said that in welts 12/8 and 14/8 military heels were featured, and in turns, 14/8 cuban and 16/8 Spanish. Louis heels were scarcely seen, but Juniors were showing. Vamps were about the same and toes medium. Patent seemed to be holding its own. Silver and gold brocades were in favor, and brocaded satins seemed to be taking the place of the plain satin to some extent. Strap effects continued in turns, but the trend in welts was back to oxfords. No boots showing at all.

Forecasts

"Eight to ten dollars, in both men's and women's, seems to be the most acceptable price with our class of trade right now," said one of Hamilton's most successful retailers, operating a high-grade store. "With regard to styles, I am looking to 75 per cent. oxfords to 25 per cent. straps this fall. I think 13/8 and 14/8 heels will be most in demand."

The buyer of one of the Toronto's largest high class shoe stores told "Footwear," that 14/8 heels in turns would have the call and 11/8 in welts. In evening slippers, he looks for a continued popularity of black satin and silver cloth, both separately and in combination. Greys, too, will be strong, he says.

No one to whom we have mentioned the matter thinks that boots, dress, Russian, or Bolshevik, have the chance of a snowball in—Florida.

Mezzanine Floor for Disposal of Broken Sizes

The Hartt Shoe Store, Portage Ave., Winnipeg, have opened a Mezzanine floor, for disposing of broken size lines, and doing away with semi-annual clearance sales. The size of this department is 50 by 12 feet, and is reached by a staircase in the middle of the store, all the fittings and fixtures being in white enamel. On one side is a counter running the whole length of the department, painted in white enamel, with green plush cover to match the carpet, the other side has a counter running half the length. The seating accommodation is taken care of by four large white enamel settees, while foot mirrors are placed at various parts of the floor. A generous supply of artificial flowers add much to the attraction of the floor. All sizes from two to eight will be carried, but not in any one particular line.

Mr. W. W. Kendall, manager of the store, states that while this department has only been operating for the past three weeks, very good results have been shown, and feels that it will be very popular with the public. He reports business as being very good especially in white shoes, and indications point to a good year.

Shoeman Victim in Drowning Accident

It will be with sincere regret that the shoe trade will learn of the death of Emile Gagnon, of the firm of Aird & Sons, shoe manufacturers, Montreal. Mr. Gagnon was drowned as a result of a canoe accident on the evening of Saturday, May 20. Along with two companions, James Larin and Paul Gareau, he had gone out on the river near Beaconsfield with the intention of fishing, but, the water proving too rough, they turned back and were only 200 feet from the shore when, in an attempt to change seats, the canoe was upset. The deceased managed to climb on top of the overturned craft and, not being a swimmer, told his companions to swim ashore and come back with another boat. They did so, but in

The late Mr. Emile Gagnon

the meantime Gagnon was seized with cramps and slid into the water, and on their return with the boat they were unable to find any trace of him. It was not until the following day that the body was discovered.

The late Mr. Gagnon was born in Montreal 26 years ago and at the age of 19 began his career in the shoe manufacturing business in his father's firm, with which he has been connected ever since. He was well known in the trade and his genial and enthusiastic personality had won him many friends. He is survived by his brother, Wilfred, his father, N. Gagnon, and two sisters.

Patent continues in favor. It is shown with white kid trimmings in the lower illustration, which presents a model by the Myles Shoe Co. In the full length pose, patent and sand-colored suede combine to make an attractive novelty—shoes by Newport Shoe Co.

The illustration at the top of the page shows a Hartt shoe, Pilot last, featured for fall. At the lower left hand corner is another Hartt model, an evening shoe in black satin with suede trimmings. The lady in the centre photograph is wearing a pair of Owens-Elmes patent one-straps (note the heel,) while her male companion is shod with Corson oxfords, brown calf, with medium toe, conservatively perforated.

Another Promising Idea

New Business Needs Digging for—This Looks Like a Pretty Useful Spade

New Customers' Week! Sounds like a reasonably good scheme, doesn't iti. Marshall Field & Co., of Chicago, have been the first, we believe, to use it, but there seems to be no good reason why it shouldn't go in the shoe store just as well. If you want business, more of it, quite the logical thing to do is to show the public that you really do want it—in the most emphacic way you can. "If you knows a better plan, go to it," but if not, give this one a trial. Hit 'em with something like this:

"New Customers' Week at Blank's Shoe Store, 13th to 20th—We're out to show the people of Sunnyville that we can fill their footwear needs to their utmost satisfaction. It's values We have to offer—downright good shoes at as low a figure as they can profitably be sold at. Beginning with Monday, the 13th, we are offering a number of splendid new lines at a standard price—Eight Dollars—Every pair of shoes we sell will be guaranteed. They're absolutely in line with the latest ideas in lasts and patterns and they've got the highest grade workmanship and materials in them— we see to that. Try us out—and our shoes. Remember the guarantee. We want your trade and we'll do everything possible to deserve it."

A.H.M. Move Winnipeg Office

Ames-Holden-McCready, Ltd., have moved their quarters in the city of Winnipeg from the Gault's Building, on Arthur Street, to the Stobart Building, 281 McDermot Ave. In the new premises, the branch will continue under the management of Mr. F. M. Morgan. Mr. Morgan has the distinction of being one of the oldest of the company's representatives and is well-known to the trade throughout the Western Provinces, having joined the Ames-Holden organization over 26 years ago. He first worked in the Winnipeg warehouse and two years later, in the year 1887, was given a position on the sales staff. Up until 1901 he covered southern and north-western Manitoba. He was then promoted to the assistant managership of the Winnipeg branch and continued in that position for the five years following. In 1906 he was moved to the company's branch at Edmonton and remained there until 1915 when he returned to Winnipeg to assume the management of the local branch.

Mr. F. M. Morgan

Hurlbut Company's Plans

The new factory which the Hurlbut Co., proposes to erect at St. Mary's Ont., will be devoted to the production of soft sole shoes and so-cosy boudoir slippers. These lines have been manufactured almost exclusively by the company in Preston until recently, but owing to the crowded condition of their factory, they found it necessary on the first of the year to discontinue these lines in Preston and have since been manufacturing soft soles in St. Mary's. The new factory will allow the Hurlbut Co., to add considerably to their boudoir slipper business. They claim the distinction of being the first concern to produce these slippers in Canada.

One-strap flapper. Getty & Scott

To Represent Amherst Central Shoe Co.

R. S. Hansen, has been appointed Manitoba Representative of the Amherst Central Shoe Co. Ltd., whose sample room is in the Stobart Building, 281 McDermot Ave., Winnipeg. Mr. Hansen was with Thos. Ryan & Co. Ltd., Winnipeg, for some years, prior to his association with Footes Ltd. He will handle Independent rubbers; Great West felts, mitts and gloves; and a full line of fine footwear for men, women, and children, made by some of the best manufacturers.

An Interesting Line-up for Fall

J. G. Settle has had the Murray samples on display at the Queen's Hotel, Toronto, for some weeks past. In the men's lines, he tells "Footwear" the straight lasts have been going pretty strong, while the younger element, the Commodore, a narrow toe last, is a feature. A wide range of straps and oxfords is chosen in the women's lines, one of the newest numbers being a sport shoe on a 12/8 military heel, shown in sand buck with patent trimmings.

Hide and Leather Market

Begins to Show Signs of Life—Big Movement of Hides in Chicago

"The patient has had a quiet night," represents about all the satisfaction one could secure concerning the condition of the leather market, until recently. But within the last week or two the Doctor seems to have been smiling perceptibly within his whiskers, a sure sign that he has a secret sense of satisfaction, or, in otherwords, that he is patting himself gently on the back. We were prompted to make further enquiries and elicited a response which, though cautious, is decidedly encouraging. The tone is more optimistic; that deep gravity which is as oppressive to the spirits as the most pessimistic verdict is not so much in evidence. There's a glint of cheerfulness in the eye and a rising inflection in the voice.

By all of which we mean to say—that the leather men are feeling better. And the reason for their higher spirits is two-fold—one is the improved condition of the hide market and the other is the export situation. The daily hide and leather market report from New York, under date June 3, states:

"More general improvement is noted throughout the trade and although business in certain lines of upper stock is still quiet, there is more doing in other kinds and the feeling among tanners is decidedly more optimistic. In sole leather, a stronger tone is manifested throughout and the prices show a stiffening tendency on nearly all kinds. Leather suitable for women's turn shoes is moving well. More general interest is shown in oak leather and sales are of larger volume. Tanners are generally asking higher prices and various sales have been made at increases of 2 to 3 cents per lb. Most tanners are refusing to accept orders for delivery any distance in the future. Upper leather lines are quite generally active with some advances secured in Men's weights of calf in third and fourth grades. Calf suitable for women's shoes, however, is still a slow seller. Somewhat more activity is noticed in glazed kid especially in black although sales are chiefly of grades from 25 cents down. The lessened general call for patent leather continues although the opinion prevails that this is largely seasonal and that business will later resume recent activity."

Big Movement of Hides

Week ended June 3 in Chicago saw an unusually large movement of hides. The total trading for the week was from 150,000 to 200,000 hides, with a resultant strengthening in prices. Butt branded sold at 14¾; Coloradoes, 13¾; native steers, 16; light cows and extreme natives, 13¾; branded cows and extreme Texas, 12¼. To one who has not been following the hide market, these figures may not perhaps mean very much, but the main point is that they represent a increase in price of from one half to one cent over the last reported sales.

The manager of one of the largest Canadian tanning concerns stated to "Footwear" that the evidences all confirmed him in the belief that conditions were on the upgrade. Exports, he said, were improving, and he thought that all the Canadian companies were getting their share. One of the big foot appliance houses had bought more leather during the last month than they had previously bought at any time within two years. Their operations might be considered a fairly good barometer of conditions generally, as they sold a product that was more in the nature of a luxury than a necessity of life. The demand from Europe was noticeably better and stocks generally were reaching a pretty healthy basis. An order of 400 bends had just been shipped by concern to New Zealand and the price was actually better than could be realized in Canada. All these factors taken into consideration, he felt there was real reason for optimism.

Young Maritime Shoe Concern Makes Rapid Strides

Fourteen years ago, Jacob and Joseph Wiezel, two brothers, came from Europe to Montreal. After lingering about Montreal for six months, they went to St. John, N. B., where they rented premises on Union Street and opened a small store selling men's and women's shoes, hosiery, women's wear, and men's furnishings. They did their own delivering on foot, and also canvassed trade from house to house.

After seven years they bought a building a few doors below their original location, and dropping the other lines, confined their attention to shoes for both sexes. They doubled the depth of the store that had been located in the building and made other improvements. There is now more floor space in the Weizel store than in any other shoe store east of Montreal.

The brothers also leased the adjoining store, and installed a line of women's wear. However, they dropped this store three years ago and have since devoted all their attention to the shoe business.

Four clerks are employed in the shoe store, and both brothers also wait on customers. The buyer of the firm is Jacob Weizel. Of late months, Joseph Weizel has been acting as manager of the Halifax branch. This branch was started on Barrington Street, which is the principal business thoroughfare of Nova Scotia's leading city, and has been in operation for nearly two years.

Both the St. John and Halifax stores have two display windows and these are utilized to the fullest extent. The length of the St. John store is sixty five feet, and the width is thirty feet. The Halifax store is not as large. Both stores are very fully equiped for the shoe business.

In the St. John store an extensive stock is carried at all times all of which is assigned to the racks on each side of the store. Special displays of bargain sale goods are made in centre boxes. The seating parallels the centre boxes. When the store was lengthened a sky light was installed in the roof of the extension and this provides plenty of light in the rear store.

The flooring of the St. John store is of birchwood. The lights are decorative and large, and taken all in all, the Weizel store is an up-to-date, bright and clean establishment. The location of the store, which was in the process of budding business development when the Weizels opened their little store fourteen years ago, is now a recognized trade mart. New buildings have been constructed on the street, notably a large brick building adjoining the Weizel property, and which contains three large and attractive stores. The section of Union Street, north side, between Waterloo and Prince Edward Streets has developed more remarkably than any other section of the city with the possible exception of Prince Edward Street, as a whole.

Styles and Colorings in Hosiery for Fall Selling

Fall placing by Hosiery Buyers has now been going on for some time and the volume of business booked is large.

The styles and colorings for the Fall season are pretty well settled—and in many of the better grade lines it is now a matter of first in first served, as the supply is limited, and the quantities placed by both Canadian and U. S. buyers far exceeds those placed in 1921.

Popular Lines in Wool Sport Hose

Wool sport hose will again be a feature of the Fall selling. This type of hose is attractive—seasonable and sensible.

The higher grades and more extreme styles are, for the most part, imported from England, yet the varieties and qualities offered by the best domestic manufacturers are unusually fine, and prove that Canadian manufacturing is making rapid strides.

The lighter shades in wool hose—and also in the silk & wool mixtures—will be strong sellers. Such shades as "camel" "fawn" "putty" "covert" are specially good. Heather mixtures are shown in many new combinations and also promise to sell well.

Clockings are very good—both in self and contrasts.

A particularly attractive pattern which we saw recently was a fawn shade with "Swastika" design embroidery in blue silk—and this same embroidery was featured in other shades in the same line of goods.

Silk Stockings

At the present time light shades are selling strongly—and white is (as usual in the summer season) going strong. Camel, pongee, suede gray, putty, beige are much in demand, and these shades are expected to sell well in the Fall also, with the addition of seal brown, cordovan, and, of course, black.

Clockings will be good— both in self and contrast effects. Embroidered fronts, lace inserts, drop-stitch effects, and a variety of embroidered effects, are all indicated.

Silk and Wool Stockings

The silk and wool stocking promises to be a favorite. It gives the same effect as the plain wool, yet is more dressy—does not rough up as much when washed, and gives brighter color combinations.

Effects can also be gained in the silk and wool combinations of color that cannot be had in the all wool hose.

Clockings of several varieties help to make these goods still more attractive. The same color grounds are used as in the all wool hose, but the addition of the silk gives a varied effect which is very smart.

Men's Lines

Men are always, taken as a whole, fairly conservative in their tastes in hosiery—for themselves, at least,—and innovations are seldom featured. For their fall needs, we see light fancy mixtures in wool hose, plain heathers in light tones, green and blue heathers and fawn shades. Plenty of fancy clockings are shown, some of them in fairly striking contrasts, which no doubt will appeal to the youthful element. Ribbed heathers, with and without clockings, are prominently shown, also greys and lovatts. Worsted varieties, too, are always good, clocked or plain.

In men's silk and wool lines, brown and white and black and white mixtures are attractive features.

In the silks, beige, navy, seal brown, dark browns and greys are seen, with and without clocks.

Heather Ribbed Stockings for Children

In the children's lines, heather ribbed stockings will probably be a feature. This type of hose was not available to any extent last year, owing to difficulty in securing the wool, and when it is again placed on the market, it is likely to be well received.

Display Stunts That Worked

A rainbow arch spanning the window was the feature of the display used by an enterprising merchant recently in putting on a hosiery sale. The arch was formed by winding drapes of georgette crepe in seven colors around rigid arched wires. At one end of the rainbow was a representation of the traditional pot of gold, and at the other appeared the figure of a little brownie. Attractive signs at various points bore the following messages:

"Be a sport and join the silk stocking brigade."

"Prizes from one cent to ten dollars will be found in each pair of silk stockings in this sale."

"Find your luck at the foot of the rainbow."

"The troll has a gift for you."

The stockings shown were rolled into fantastic rosettes, with a rosebud or a violet inserted in each stocking.

An Eye-Catcher

A leading department store recently made passing crowds gasp with astonishment with a hosiery dis-

play. Here's how it was done. They staged their window to represent a section of a sleeping car. The curtains in front of the upper berth are drawn,at the top, but from beneath them, swinging in a most natural manner, and visible from the general locality of the knees downward, a pair of beautifully proportioned legs, feminine of course. And at one side a wax porter of dusky hue stands grinning from ear to ear, his eyes almost popping from their sockets. No wonder the crowd gazed too.

Another interesting hosiery display recently seen included an apricot-colored background, upon which was woven a spiders' web in black wool. Cobwebby silk stockings were featured in the display.

Arousing Curiosity

Again we see a trim in which the entire view is shut off except a space of about two feet high at the floor of the window. This was accomplished by means of a black plush curtain, about two feet away from the glass (to give a stage setting effect) and pulled down to about the same height above the floor. An old-fashioned candle type stand lamp was placed in front of the curtain at each side, and as one peeked underneath the curtain a glimpse could be caught of silk-clad hose and feet belonging to full length seated figures. In some cases the lower parts of elaborate evening gowns suggested an elaborate social event. Besides the use of these models for the display of hosiery, loose pairs of silk hose were also laid across black pillows. A black plush carpet covered the floor space in front of the curtain.

A "Show-Off" Leg Form

The display of the goods as they will actually appear when worn has proved an effective way of attracting attention to a store window. The application of this idea to footwear, however, has not been very practicable up to the present time, as if full size figures are used, the tendency is for the shoes to be overshadowed and for interest to wander to the gown or face of the model. To overcome this latter objection and at the same time introduce life action into

shoe window displays, a "Show-off" leg form has been evolved, which is illustrated herewith. This form has the legs gracefully posed as if walking and will stand securely without braces. Little skirts are supplied which drape naturally over the legs and are easily adjusted around the removable top by means of a rubber waist band. Thus both shoes and hosiery are displayed to the prospective customer as they would appear on her own feet and limbs. There is an added advantage, too, in displaying the footwear and hosiery in conjunction with one another, as it links them in the mind of the customer, and will tend to create hosiery sales for the shoe merchant.

The equipment is manufactured by the Curtis-Leger Fixture Co.

"Box for the Family Sale" Attracts Customers

A Pacific Coast store holds a "Box for the Family Sale" of hosiery twice a year. Men's, women's and children's hose are included, the men's numbers being brought from the men's department to the women's for the occasion and placed on a counter by themselves.

The idea is to sell hose for every one in the family. A customer may buy as many as she wishes, but she benefits most when she buys more than one size. The regular prices are quoted, but if she buys women's and children's hose she gets a discount of 20 per cent. If she adds men's hose, the discount rises to 25 per cent. And for each additional size in each variety there is a further discount of 2½ per cent, so that if she has six children and buys stockings for them all, she is in great luck. If she buys only for herself, she gets 15 per cent. off the regular price. All the hose are placed in one box, prices totaled, sizes counted and the discount taken off.

When the buyer was asked if that wasn's an expensive kind of sale to run in a town of large families, he replied as follows: "We don't think so. We do it only twice a year,and what we are after is to get women to coming here for children's hosiery, instead of patronizing the neighborhood store. We want the men's business the haberdashery would otherwise get, too. We are convinced that it pays us. The goods are special purchases, and reductions average little more than we take in our store-wide sales. But customers like the idea of progressive discounts, and they respond splendidly."

Bring Your Service to the Customers' Attention

Consider also that idea of the personal letter. Might it not be used to good advantage with a selected list of customers? Haven't you any service or any styles of hose to offer that can't be obtained in the suburban dry goods store, or even in the department store? Why not write and bring it to the notice of some of your best clients? It may be just the service or the merchandise they are looking for.

And what about a sale to advertise your hosiery department? As a regular policy, it might not be advisable. But as a publicity scheme it is worth considering. It might be done this way. Take some of your newest lines of shoes and secure hosiery that will match each of them perfectly. Then advertise that with every pair of the shoes sold a pair of the hosiery will be allowed at a reduced figure. This would not cheapen the store or the department, and it would arouse real interest in your hosiery section, while at the same time stimulating the sale of shoes.

Have you joined the N.S.R.A. yet?

Preparing for the Big Convention

Program of Event to be held in Hamilton Will Provide Entertainment, Education, and Good Fellowship

Everything is progressing favorably in connection with the arrangements for the convention of the Federation of Ontario Shoemakers and Repairers in Hamilton, Ont. The date, as previously announced, is to be July 27 and 28, and the sessions are to be held in the Foresters' Hall, James St. North.

Some very important subjects are to be discussed. There will be papers and addresses by men who are well-known to the trade and who are widely experienced in the matters with which they will be asked to deal. Here are some of the topics that are to be taken up: Keeping accounts in the repair business; figuring profits; the question of early closing; the advantages of organization; a universal emblem or trade mark—would it be feasible and advantageous for all organized shoe repairers; successful methods of developing a shoe repair business.

The entertainment of the delegates to the convention will not be overlooked.

One particularly pleasant feature will be the picnic to the Driving Park at Dundas on the afternoon of the second day. This is a particularly pretty spot for a picnic and a very enjoyable event is assured.

There is also to be a banquet, of course—a humdinger—but arrangements in connection with it have not yet been completed. In our next issue we hope to be able to include the full draft of the programme for the business sessions and for the banquet. It will be of interest to everybody.

It Pays to be Fair

To the Retailer, the Manufacturer, and your Customer—Knocking Hurts Business

While "Footwear" was in a repair shop recently, an incident occurred which has a moral for the trade that perhaps needs some emphasis.

A lady entered, an affable and talkative person of the working class.

"Good evening, Mr. H——. I wonder can you do anything with these for me," she said, laying on the counter a pair of boys' boots, which had reached such a stage as should have earned them a place on the tail end of a wedding carriage. There was scarcely a vestige of the outsoles left and both heels were worn through to the heel seat. The welt, too, was almost worn through in more than one place, and the toe cap in one of the shoes had become partly uncovered. The uppers were thickly encrusted with mud, and apparently had never been polished since they were bought.

"And you know it's only a few weeks since I bought them for him—they really must have been very poor material in the first place—wore through so quickly I never noticed it until— when was it — Oh, just a day or two ago," the lady went on volubly to explain.

The repairer looked at the shoes—he was one of the old school of shoemakers, an old Scotchmen with over 50 years' experience in his trade— and shook his head dubiously. "It's a pity," he said, "it's a pity. They're gone too far. It would cost more money to make a real job of them than they would be worth when it was done."

"You can't do anything with them, then."

"Well, if you care to spend $1.75 on them I can fix them up so they may give another couple of months' wear."

"I guess that would be cheaper than buying him another pair of running shoes, so I'll leave them with you—though they can't have been much good to start with, can they?"

"I wouldn't say that," answered the repairer. "The soles may not have been of the best, but there's real good stock in the uppers and if they'd been taken in time there was lot's more wear in them."

Repair Trade must Carry on their own Propaganda Work

There are one or two points in this story which deserve to be brought out. One is the need for educating the consuming public to have their shoes repaired **in time.** If the trade don't undertake to do this educating, who's going to do it? The government? The daily press? The shoe manufacturers? Well, if we wait long enough they might, but— in the meantime some of us may go out of business and some of us may die. It's generally a tedious job waiting for someone else to do work that obviously should be done by ourselves.

In the second place, we think the attitude of the repair man merits comment. He was perfectly fair with his customer—he told her frankly that the shoes were not worth spending the money on them that would be necessary to repair them as they ought to be repaired. He told her, however, that he could put another couple of months' wear into them for a certain price—though in doing so we have notion he cheated himself through undertaking on unprofitable piece of work, because he hated to see a perfectly good pair of uppers thrown away.

Fairness to Manufacturers and Retailers

The point that deserves particular emphasis, however, we think, is that he was fair to the men who made and sold the shoes. We have been in other

You Can't Afford to Miss Ontario Federation Convention, July 27-8

shops when shoes in somewhat similar condition have been brought in, and the remarks of the repairer were in quite a different tone. "Shoes were no d— good to begin with—paper and scrap—that's all they're putting into shoes to-day—it's a rotten shame that people should have to pay good money for junk like these."

Perhaps these criticisms may be deserved in certain instances, but more often we fear they are entirely unjustified. In any case, an honest man will be very careful before he begins to knock another man's work or service. The repairer referred to above did not encourage the customer's complaints about the quality of the shoes—he told her the truth, namely, that the whole trouble was that the shoes had not been brought in in time, that the quality was alright.

It's a pity some repairers adopt the opposite attitude. Not only is it unfair to the retailer and the manufacturer, but it also fosters a spirit of dissatisfaction and suspicion in the minds of the public, which hurts business in general—and the repairer as much as the retailer.

A Short History of the Activities of the Brantford Association

The Brantford Shoe Repairers' Association, though not among the largest, is one of the most successful repairers' organizations in Canada. It was formed in the spring of 1919, when a number of the local members of the trade got together and decided they ought to organize. The first meeting was held on June 9 when a constitution was drawn up and sixteen charter members signed up. At the next meeting the membership was increased by five taking in all the shops in the city with one exception. A minimum price list was adopted at the same time, and it was decided to hold meetings once a month.

The officers of the association were: President, Thompson Smith; vice-president, Frank Sheppard; secretary-treasurer, Walter Stevens, and through their earnest efforts, with the hearty co-operation of the members, the work got off to a good start.

The officers elected for the second year were: President, W. S. Pettit; vice-president, J. W. Stevens; secretary-treasurer, S. Hall—who ably carried on the undertaking that had been so successfully inaugurated. Social activities began to take a larger place in the life of the association, and the local body found opportunity to fraternize with the Hamilton organization on several occasions. On Oct. 27, 1920, the Hamiltonians made a trip to Brantford and a very enjoyable evening was spent, with cards, music, speeches and, of course, eats. The Brantfordites of course soon made it their business to reciprocate with a return visit, and on Feb. 22, 1921, they set out for Hamilton nineteen strong where they received a warm welcome and were right royally entertained.

The Brantford Association was right on the job when the suggestion was brought forward for a convention of Ontario repairers. They sent representatives to the first meeting which was held in the home of Mr. Revell in Hamilton for the purpose of discussing plans for the convention and lent it their enthusiastic support. They also took an active part in the proceedings of the big event, held in Toronto July 27-28-29.

Not satisfied with rounding up the local field completely, the Brantford representatives made a trip to Paris, Ont., last October and lined up the repairers in that locality, bringing them into the association.

Two more social events of importance also took place since that date. The Brantford members made a trip to Hamilton on October 25 and Hamilton paid a return visit on Jan. 18.

The enthusiasm in association work in Brantford has kept up well, and the local men are all anxious to see the movement spread throughout the province and throughout the country and that their brother repair men in other cities and towns may realize the benefits that are to be gained through a live local organization.

The present officers of the association:

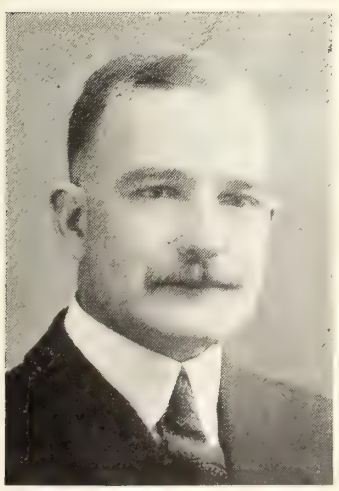
President, A. Johnston; vice-president, W. J. Farnden; and secretary-treasurer, S. Hall.

Your Association Needs You

And You Need It—A Letter Sent Out by the Toronto Organization

Dear Mr. Shoe Repairer:—

How are you to-day? How is trade? Is it as good



A. Johnson, President

W. J. Farnden, Vice-president

S. Hall, Secy.-Treas.

BRANTFORD SHOE REPAIRERS' ASSOCIATION

with you as it was a year ago? Do you think it will get worse before it gets better? Would you like to see trade as good all the time as it was during the war? Oh Boy! I am afraid we will never be as busy again.

And what about prices? Don't you find them on the down grade? Do you think they will fall to what they were before the war? What is going to prevent them? Do you know there are men in your district who are doing work just for the cost of material and wages? You are no doubt getting that and a profit besides. How long will you continue to do so if these times continue? And what is more, you cannot increase your business by reducing prices, because the fellow who is below you now will go still lower.

Now what is the answer? Is it not quite clear that if you are to improve conditions and save the trade from going to the dogs, you must co-operate with your fellow tradesmen. You must take into account the man who is below you or he will drag you down to his level.

The Toronto Shoe Repairers' Association has been organized 6 years. It has just held, at the King Edward Hotel, the most successful banquet in its history. From the drop of the hat the wholesale trade has given the Association its moral, financial, and enthusiastic support. They appreciate the good the association is doing in helping all to get a fair return for their work, which means better business and safer accounts for them.

If you read the Trade Journals you cannot help but be impressed at the growth of the association idea. Repairing associations are springing up all over. This is because the trade has developed into an important industry.

We have our chains of stores and central workshops representing important capital investments. This development is bound to continue until the man who is not up-to-date will find himself out of business. He will go the way of the old lady who did the family washing when steam laundries were introduced. All important industries have their associations, which consider and deal with questions of general interest.

That is why the shoe repairer is organizing, **because his trade is now an important industry and his interests need collective attention.**

It is conceded by all that the Toronto Shoe Repairers' Association has made a splendid showing since its inception. Among its members are included nearly all the active men in the trade and we are just now starting a membership campaign to bring in the balance. The official price list is worth more than a year's dues to anyone. In this connection some repairers are under the impression that they cannot run their business in their own way, if they belong to the association—that they have to charge the official price list. Now this is not so. You may follow it if you wish or you may charge more or less according to the quality of your work, and the requirements of your district.

There is as good a bunch of fellows in your district as there is in any part of the city if you will only get acquainted with them. These good fellows are just waiting for your lead. Are you satisfied to let things drift from bad to worse without doing your bit to save the situation, or are you going to give a little of your time and money for the uplift of the under dog and thereby help all.

The association approves of district meetings and will shortly call a meeting in your section. You are invited to come and bring others with you.

In conclusion let me add that it takes time and money to run an association, and that we need the help of every shoemaker in Toronto. If it is impossible for you to attend meetings and take an active part in association work you can at least show your good-will by being a member and contributing to its support. We need help and we need it now. Don't be one of those who take advantage of the good work the association is doing without contributing to its funds. This is the work of men with real red blood in their veins. The slacker will always be with us. That's the fellow who deserts his country in the time of war and his fellow tradesmen in the time of peace.

Yours very truly,
Executive Committee, Toronto Shoe Repairers Assn.
(Sgd) A. Butterworth, President

The Three-Grade Price Plan

Is it the Solution of the Cut-Price Competition Evil?

The three-grade price system has been the subject of considerable discussion. It has been advanced by some as the solution of cut-price competition difficulties, allowing the high-class repairer to meet the price-cutter on his own ground; others declare that while the system is alright in theory, it won't work out in practice. However it has recently been applied in the city of St. Paul, and it is interesting to know what the experience in that locality has been. One of the local repairers writing to the Shoe Repairer and Dealer shows himself very enthusiastic about it. The master shoe repair men of St. Paul adopted this system some three months back, he says, and now they intend to keep it for all time. According to him, they find that those that have the keenest objection to the three-grade idea are a class of shoemakers that always want to be just a little bit under the prices of the other fellow, and now those shops that have adopted this system have only to say to the customer, why, yes, we can put on a pair of half-soles at the same price as the other fellow, and thereby hold the sale.

Educating the Public to Different Qualities of Leather

They are trying, says this correspondent, to educate the people to the extent that they will know there is a difference in leather just as there is a difference in meat. They have window and wall cards with the different cuts of meat and also parts of the hide showing just what parts of the animal they come from. When a customer comes in with a job, he is asked what price job he wants. If it is a good shoe, he is advised to take the first grade; if not a very good shoe, the second grade is suggested, but it is very seldom that it is necessary to suggest the third.

The writer of the letter believes that in the repair shop, as in the retail shoe store, there should be a range of quality to offer the customer. The customer, as he sees it, should not beconfined to one grade of work; if he can only afford to pay for cheaper materials in the repair of his shoes, sell him those cheaper materials and let him know what you are selling him.

A Matter of Service to the Public

To the objection that it will take up too much of

a man's time explaining the different grades of work, this repairer declares that it is a matter of service to the public and that these days a man must conform to the idea of giving service if he is to stay in business.

There are others, of course, who hold quite opposite views. They assert that if a man sells a second or third grade job, even while explaining it to the customer, he is in danger of injuring his reputation for high-class work. It is interesting to note, however, the viewpoint of the Milwaukee findings houses in this connection. They have been boosting the plan among the shoe repairers in their locality, the big idea being that the two poorer jobs will sell the good job and 95 per cent. of the people will buy the "A" grade job if the proposition is properly explained to them. The Wisconsin Publicity and Credit Bureau of the National Leather & Shoe Finders' Association has distributed a card to the repair trade to show how the scheme should work. On one side it reads:

Have You Ever Tried the Business-Getting Possibilities of a Good Letter?

Dear Madam:

Have you ever had your shoes repaired and had them returned to you so neat and clean and new looking that you were almost as pleased as if you had actually got a new pair? Perhaps you smile a bit cynically, having had exactly the reverse experience—your shoes returned from a repair shop (so-called) botched and soiled and dilapidated, so that you never had any pleasure in wearing them again and were thoroughly disgusted with the repairer and all his works.

Did it not strike you that possibly you had made a mistake in going to the wrong shop? There are black sheep in every fold and botches in every trade. We have our share of them in the repair business, but also we have in this city many expert shoemakers who can repair shoes and do it right.

Speaking for ourselves, it would give us a great deal of pleasure to demonstrate to you that we can renew your shoes. We can greatly prolong their useful life, while preserving their comfort and improving their appearance. If you will try our service you will be pleased, we know—almost as pleased as if you had a new pair—and perhaps more so. Just phone us at —— if any of your footwear needs attention.

The Erroneous Price Standard

"Mr. Shoe Repairer! Investigation has demonstrated that the general public judges shoe repairing according to price only and knows nothing about actual values. Three-grade service will instruct satisfy and hold your customers and increase your business. Printed price lists are recommended explaining the difference in grades. If interested ask your jobber for window display sign, "New Method Three-Grade Shoe Repair Service."

Will the Poorer Jobs Sell the Good Jobs

On the other side of the card is headed, "A Trade Promotion Idea—educating the consumer for the benefit of the shoe repair trade. A comparative illustration." Then follows two dialogues, one illustrating the old method with one-grade shoe repair service, and the other illustrating the new method with the three-grade shoe repair service.

The first reads:

Customer: What do you charge for men's soles and heels attached?

Shoe Repairer: $.... I do first-class guaranteed work.

Customer: Your price is too high! The war is over! I'll buy a new pair of shoes.

Result: Both sale and customer lost.

The second dialogue is like this:

Customer: What do you charge for men's soles and heels attached?

Shoe Repairer: What grade of work and material do you prefer? We furnish three jobs—A, B or C grade. The A grade is guaranteed and represents the very best material and workmanship. Price $..... The B grade job represents medium grade material and is not guaranteed. Price $..... The C grade job represents poor material and is not recommended. You buy it at your own risk. Price $..... The A grade job will wear as long again as the B grade and four times as long as the C grade. Which do you prefer?

Customer. I never knew there was a difference in material and workmanship. You've taught me something worth knowing. I prefer the A grade job at the difference in price.

Result — Sales made and the customer satisfied.

Advertising with a Dash of Originality

The Most Wonderful Being
in the world is Man with a soul
But the man most complete is the
man that has two soles supplied by,
ARTHUR DASH

Somebody Blundered
During the Great War many blunders
were made through not knowing.
HAVE YOU EVER BLUNDERED
through not knowing where to get your
shoes repaired?
"Yes", you say but never again now that
ARTHUR DASH has shoe repair shop at
515 Eighth Avenue West.

An Ocean Of Pity
A Little help is worth an ocean of pity.
Just so: Then help me to help you
by bringing your shoes for repair to,
ARTHUR DASH

Worth While
Its worth your while to get
ARTHUR DASH to repair your shoes
because he will fix them right.

Have You The Habit
of getting your shoes repaired.
IT PAYS
you and me if I do them.
ARTHUR DASH

It Will Pay
you to go a little out of your
way to get your shoes repaired.
WHY?
Because Arthur Dash is practical.

You Know
THE DOCTORS heal the BODY
And stimulate the nerve
THE DENTISTS give you MOLARS
Your digestion to serve.
THE OPTICIAN helps you read
by the aid of GLASSES clear
That ARTHUR DASH can SOLE AND HEEL
One shoe, or the pair

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

The Universal Detachable Heel Co. Ltd., Montreal, has been incorporated with a capital stock of $200,000.

Lewis Brothers, Woodstock, Ont., have opened a shoe department.

A new shoe store has been opened at 1925 Papineau Ave., Montreal, by Peter Jordan.

Rung's, of Fort Erie, Ont., have opened a shoe dept. in their general store.

Chas. Pettiplace, Walkerton, Ont., has gone into the shoe game.

W. Q. Stobo has been re-elected president of the board of directors of the Y.M.C.A., Quebec City.

The Canadian Stitchdown Co., have moved to larger premises on Aird Ave., Maisonneuve.

Fred Eitle, who has been carrying on a repair business in Galt, Ont., has now gone into shoe retailing in the same town.

W. Teasdale has purchased the business of the Premier Shoe Repair Co., at 805 Danforth Ave., Toronto, and is carrying on very successfully.

Harry W. Thomas, who was formerly with the Talbot Shoe Co., St. Thomas, Ont., has taken over the shoe repair business of T. T. Davis, 101 Ross St.

J. A. Paulet, Reg'd, has recently removed his retail shoe business from 323 Rachel St. E., Montreal, to 1619 Masson St., which is larger and more suited to his business.

J. Jolicoeur has opened a retail shoe store at 2523 Ontario St., E., Montreal, under the firm name of Montreal Boot Shop, Reg'd.

S. Kushner has sold out his store at 2523 Ontario St., E., Montreal, and has left the city to take up his residence in Alberta.

A. J. Williamson, of Newmarket, Ont., who operates, in addition to a successful shoe business a shoe shine parlor and a hat cleaning and reblocking dept., plans to extend his premises in the near future and install additional machinery.

J. U. Masse, formerly manager of a branch of the Montreal Shoe Store, and latterly manager for C. E. Thibault, Mount Royal Ave., E., has just recently opened up in the shoe business for himself at 2027 Ontario St., E.

A new branch office has been opened by the Miner Rubber Co. Ltd., in the city of Halifax, N. S. Adam M. Cook is branch manager. The office is located in the Cossey Building, 151 Granville St.

W. G. Downing, who carries the Church & Co., lines west of Winnipeg, has completed a successful selling trip through the U. S. cities on the Pacific Coast and is now working east towards Winnipeg.

Mendelsohn Bros., have sold their fine retail shoe store at 47 St. Catherine St. E., Montreal, to L. Lucker (formerly of Gold's Shoe Store) and A. Lax, who are running it under the name "Universal Shoe Store."

J. Scott has the agency in Canada for the firm of J. Tavener, of London, England, handling shoe ornaments, bows, beads, and buckles for ladies' and misses' street and evening wear.

R. E. Wilson, of the Newport Shoe Co., reports that on a recent Western Ontario trip, he found the retail trade doing nice business, though not anxious to do much placing for fall at the present moment. Stratford and London were mentioned as being in good shape, and in fact all the Western Ontario cities had little to complain of.

Wm. O. Pelletier, formerly a superintendent for the Eagle Shoe Co., has opened an attractive shoe store of the parlor type, which will be known as William's Shoe Store, at 1734 Papineau Ave., Montreal. He will cater to the better class trade.

O. Goulet & Sons, Quebec City, have taken over the factory immediately adjoining their present plant. This will increase their output from 1,500 pairs a day to 3,000 pairs, and will permit their giving four weeks' delivery after the first of July.

W. Hurst, Thornhill, Ont., who has been operating a shoe repair shop for several years, is now going into the retail business, stocking a full line of boots, shoes and hosiery.

Geo. Aplin has recently built new premises at 1206 Eglington Ave., Toronto, and is operating a retail shoe and repair business.

Robt. D. Ayling, Canadian representative for E. Brown & Co., London, Church & Co., Northampton, and other British concerns, is now on his way across the Atlantic to the Old Land. Mr. Ayling sailed from Montreal on the 10th on board the Regina and intends to make the trip one of business and pleasure combined. He will return to Canada the end of August.

The American Gaiter Mfg. Co., Limited, 2134 St. Lawrence Blvd., Montreal, has recently undergone a reorganization, by which Mr. S. C. Aronoff has become the sole proprietor, Mr. S. K. Cohen having severed his connection with the firm. Mr. Aronoff assures the trade that orders will receive prompt attention.

W. H. Stewart, well-known shoeman, who was formerly located at 344 Bleury St., Montreal, has just opened a new store at 188A Peel St. "One of the best appointed shoe stores in the country," is the verdict of some of the travelling men who have visited the new establishment. It is particularly noteworthy for its handsome disply windows.

Misses Welt
Williams Shoe Ltd

Frank C. Smith, western representative of the John Ritchie Co. Ltd., Quebec City, is sailing on the Empress of France, on June 13 for Europe, where he will visit England, France, Belgium, Germany and Italy. Mr. Smith expects to return about August 15 in time to make his Western trip. His journey across the ocean will combine business with pleasure, and will give him an opportunity

to size up commercial conditions from the world-wide viewpoint. On his return, Mr. Smith will establish the Montreal office at 15 Perrault Lane, where he will have more space and beter accommodation than at present.

A factory is planned by the Glovers Tanning & Knitting Co., at Rigaud, Que.

It is reported that a new shoe pack factory will be established at Sussex, N. B.

The Scroggins Shoe Co., is represented in Toronto, Montreal and intermediate points by Geo. E. Boulter.

O. J. Lawrence, 106 Branston Rd., Toronto, is anxious to dispose of his repair shop at that address.

Geo. Carle has just recently started up in the shoe business in Tillsonburg, Ont.

Patrick's, Ltd., York St., Hamilton, Ont., have just recently put in a line of shoes.

Max Garshowitz has opened a shoe store on York St., Hamilton, Ont.

Finlay's shoe store at 414 Barton St., E., Hamilton, has been bought out by Adamson's.

Cecil Schram opened a shoe store in Port Dover this spring and is doing good business.

M\ Cattiny & Co., have established themselves in the shoe business at 85 Notre Dame St., Lachine, Que.

The McQuay Tanning Co., are undertaking the erection of an office and warehouse in Owen Sound, Ont., to cost some $10,000.

J. H. Halliwell, who opened a shoe repair shop at 236 Tenth St., Brandon, Man., three months ago, equipping it with Progressive finishing machine, is now installing a Goodyear stitcher.

Earl L. Stewart, who is now covering the Maritime Provinces for the Scroggins Shoe Co. Ltd., of Galt, Ont., making Amherst, N. S., his headquarters, was for many years a successful shoe retailer in Owen Sound, Ont.

Geo. Barrett, manager of western branch, Columbus Rubber Co., Stobart Bldg., Winnipeg, is we regret to say temporarily indisposed and not expected back at business for several weeks.

S. E. Buckler, Ltd., 430 Main Street, Winnipeg, have recently purchased the New Cut-Rate American Shoe Store Ltd., at the above address, and will carry a full line of Men's, Women's and Children's shoes.

The concern formerly known as the International Shoe Repairing Co., has removed its business from 424 Hughson St., Hamilton, Ont., to 470 James St., North, and has changed its name to "National Shoe Repairing Co."

P. S. Pemble, who is operating a very successful shoe repair store on Yonge St., Toronto, has recently opened a retail shoe store at 1167 Eglinton Ave., with a full line of shoes.

Wilfred Bastien, who operates a retail shoe store at Verdun, Que., has recently opened a second store at 807 Mount Royal Ave., E., Montreal. The business is carried on under the name of The National Shoe Store.

In a disastrous fire which did damage to the extent of over $45,000 in the business section of Barrie, Ont., the shoe store of F. H. Hurlburt Shoe Co., has suffered a loss estimated at $3,000 to building and $8,000 to stock.

A fine new shoe store has been opened in Brandon, Man., at 827 Princess Ave., by B. W. Trotter. The location is a particularly good one, being directly opposite the city hall. Business has been more than up to his expectations since it inauguration.

J. A. Ballintine, of Georgetown, Ont., is operating one of the most successful repair businesses in the smaller towns of this province. His shop is equipped with the most modern machinery and his stitcher is fitted with both steam and electric drive.

The Universal Quick Shoe Repairing is the name of a new repair shop opened in Lachine, Que., by G. Nicholette, who has fully equipped his premises with modern machinery and carries a full line of findings, dressings, etc. Mr. Nicholette operated a repair business in Lachine previously, but sold it out a year ago.

Half a century of active living most of it devoted to the shoe business! On June 3, C.F. Rannard celebrated his 50th birthday. He is now fifty years young!

The American Footwear Co., 64 Colborne St., Toronto, have increased their range to include women's cushion sole turns, sally sandals, a variety of one-strap combination patent and buck flappers, misses', children's and infants' Mary Janes and one-strap turns, in addition to their original lines of boudoir slippers and spats. Mr. Reingold is sales hanager.

D. M. Forbes, who for some years carried on a shoe repair business at 165 Van Horne St., Toronto, has now established a new and up-to-date repair shop, with complete mechanical equipment, at 1148 Davenport Rd., Toronto. Mr. Forbes also makes shoes to measure and intends branching into the retail end of the business in the near future, installing a full line of footwear at his present premises

C. Brown, one of Guelph's best known shoe repairers, is planning to extend his premises and install additional machinery. A still more interesting fact, which his many friends will be pleased to learn, is that Mr. Brown is taking a partner into the firm. Her name will be Mrs. Brown, and we surmise that she will undertake her full share of the managament. Congratulations to the firm of Brown

S. Seigel, has established himself in the retail shoe business at 65 and 563 Barton St., E., Hamilton. The store at 563 is noticeable for its three large windows, one being devoted to men's lines, another to women's and the third to children's. Mr. Seigel formerly operated a shoe store at 554 Barton St., E., in the same city and is well acquainted with the local requirements. He reports excellent business.

W. T. Martin, who has had twenty-five years expenience in the shoe business, representing A. W. Ault Co. Ltd., has severed his connection with that concern, and is opening upin the wholesale business on his own account, with headquarters in Ottawa. His warerooms are located at 128 Queen St., in that city. Mr. Martin is specializing in men's good-

year welts and staples and also boys', youths' and children's shoes.

J. M. Caron, who for the past eleven years has been in the employ of the Yale Shoe Store, Portage Ave., Winnipeg, was overcome from the exhaust of his car, while working in his garage, which unfortunately caused his death. Mr. Caron was born 38 years ago in the City of Quebec, and leaves a widow, and a daughter nine years old. He learnt the shoe trade in New York and Winnipeg. Mr. Caron will be missed by his many friends and customers.

Notes from the Maritimes

The Amherst Boot and Shoe Manufacturing Company Limited, is operating the factory at Amherst on full time at present.

The Hartt Boot and Shoe Manufacturing Company's plant at Fredericton, manufacturing men's shoes, is running on part time at present.

Two shoe stores suffered by fires within one week in St. John, Percy Levine's on King Street and the Eaton Bootery on Union Street. The Eaton Bootery was controlled by Komiensky Brothers and Harris. The stock in both stores was heavily insured.

Clarke Bros., Limited, of St. Stephen, N. B., manufacturers of Winnie Walker shoes for women report fair business during the spring. The St. Stephen factory has been operating in part time.

A. Fine has opened a new store for the sale of shoes and hosiery on Union Street, St. John. Fine bought the house and remodeled it, installing a new front and extending the store. It is now one of the brightest shoe stores in the maritime provinces.

L. H. Higgins, Limited, owners of a shoe factory in Moncton and a shoe store in the same city report satisfactory business and the outlook for improvement. Moncton is the railway centre of eastern Canada being the headquarters for the Canadian National Railways.

The Humphrey Shoe Company Limited, of St. John has discontinued the shoe factory operated by the company in St, John and is confining its efforts to the conduct of the firm's wholesale shoe business in the same city. R. T. Hayes, formerly mayor of St. John and now a member of the New Brunswick House of Assembly is the president and manager of this concern.

Wiezel Bros., Limited, of St. John have opened a shoe store in Halifax. The St. John store is one of the most attractive footwear stores in eastern Canada and is located on Union Street on which five shoe stores are situated all within one hundred yards radius.

Fredericton is the only city of eastern Canada boasting of more than one shoe pack factory. The John Palmer Company and the Palmer-McLellan Company located on the same street in Fredericton, manufacture shoe packs solely. The John Palmer Company and the Hartt Boot and Shoe Manufacturing Company, Limited, are connected. John Palmer the president of both concerns was recently appointed leader of the opposition in the New Brunswick House of Assembly although he is not a member of that body. J. A. Reid, the present mayor of Fredericton is the vice-president of the Hartt Boot and Shoe Manufacturing Company Ltd.

London, Ont., Correspondence

Good steady business, of satisfactory volume is reported by both retailers and manufacturers. Seasonable lines they state are moving well. Retailers while not placing large orders are sending in many repeats with the result that manufacturers have been quite busy. There is every indication they say, that the business improvement will be maintained and quite an undercurrent of optimism exists in both branches the manufacturing trade. With one of the greatest harvests in the history of Western Ontario promised and the steady absorption of the unemployed, business men are confident that trade improvement will be steady. No big jump is looked for but rather a gradual increase in buying.

Some unusually attractive window displays have been arranged here recently. One of the best is that in Ashplants Shoe store and sport shoes were featured. The trim had as its main feature a very attractive looking, smartly dressed summer girl with a tennis racquet, a tennis net and a table on which were a couple of glasses of orangeade and a partly consumed box of bon bons.

The general arrangement of the various lines of sport shoes was very skilful and striking and the window not only attracted a great deal of attention but, what is more to the point, "pulled" real business.

The J. P. Cook Co., arranged a sport shoe window also, but without the summer girl, the table and the bon bons. Only a tennis net, tennis balls and sport shoes were shown but with good effect and the result was a very satisfactory increase in sales in the lines on display.

In a fire at Elmira recently which caused a loss of $55,000 the Rominger Shoe store was destroyed. The losses were partly covered by insurance.

Obituary

One of the best-known men in the trade in Western Ontario died at Palmerston recently in the person of William Robertson. He had conducted a boot and shoe business there for 42 years. Death came quite suddenly from an attack of heart failure. Mr. Robertson was born in Glascow, Scotland 71 years ago and came to Canada at the age of 29. He first settled in Hespeler, but later went to Palmerston and had occupied the store where the business is now located for 35 years. On April 12 he and Mrs. Robertson celebrated the 40th anniversity of their wedding. Mr. Robertson took an active interest in educational matters and for years was a member of the school board.

William Davidson, managing director of Marlatt & Armstrong Co. Ltd., tanners and leather merchants, died at his residence at 520 Victoria Ave., Montreal, on May 26. He was well-known in shoe manufacturing circles, having come to Montreal thirty-two years ago to open a branch for his firm in that city, where he has since resided.

ENGLISH MANUFACTURER of high grade shoes looking for live Canadian representative. Good connection with trade essential. Reply, giving full particulars as to ability to develop business in this territory for a really dependabe line of goods, to Box 932 Footwear in Canada, Toronto. 6

Two live wire shoe salesmen with a wide experience would like to get in touch with several Canadian firms manufacturing popular priced Men's Women's and Children's footwear for Toronto and vicinity. References furnished to parties interested. All communications treated confidentially. Box 934 Footwear in Canada, Toronto. 6

Wanted—Two shoe salesmen carrying a line of women's novelty footwear to carry a complete line of shoe ornaments in Rhinestone beaded, metal, etc., on commission. Reply stating territory. Box 911 Footwear in Canada, Toronto. 6

For Sale—McKay Sole Sewer almost new. Price $350.00. Apply B.C. Leather Co., Vancouver, B.C. 6

Rapport du Comité des Styles de L'Association Nationale des Detaillants de Chaussures des Etats-unis

Patrons à brides

Talons de cuir, 10/8 à 12/8 en cuir de veau; et jusqu' à 14/8, dans les cuirs de suède, cuir verni et de chevreau. Pour les hausses, le cuir verni tout d'abord, le chevreau noir ensuite, et le veau tan médium en dernier lieu. Les combinaisons suivantes sont recommandées:

Beige foncé avec garnitures de veau tan médium
Suède gris avec garnitures de cuir verni ou de cuir lissé
Suède noir avec garnitures de cuir verni ou de cuir lissé
Deux brides seulement et la continuation de la bride plus large est recommandée.

Souliers "Oxfords"

Souliers à trépointe avec talons de cuir, 9/8 à 12/8 dans les cuirs de veau, et 12/ à 14/8 dans le suède, le cuir verni et les cuirs de chevreau. Les cuirs suivants sont recommandés dans l'ordre énuméré: 1. Chevreau noir, 2. Cuir verni 3. Chevreau brun. 4. Veau brun médium. 5. Veau lissé. 6. Effets "tailleur" avec bandes sur le devant, bandes à la tige et panneaux de suède dans des nuances qui s'harmonisent.

Genres tournés pour usage de rue et d'après-midi.

Les patrons à brides prédomineront pour chaussures tournées et genres tournés; pas plus de deux brides etant recommandées. La continuation du genre actuel des bouts durs. Talons de bois et styles Louis.

Hauteur des talons de bois.....12/8 à 14/8
Hauteur des talons Louis.....14/8 à 16/8

Les matières sont recommandées dans l'ordre suivant: énuméré: 1. Cuir verni. 2. Satin noir. 3. Chevreau noir. 4. Faune ou beige avec chevreau verni brun, ou garnitures veau tan médium. 5. Suède gris médium avec garnitures de cuir verni, de chevreau noir ou de veau. 6. Suède noir avec garnitures de cuir verni ou de veau noir.

Souliers de Soirée

Talons Louis .....13/8 à 17/8
Talons bois .....12/8 à 14/8

Les patrons à brides prédominent.

Les matières suivantes sont recommandées dans l'ordre 1. Satin noir et satins brochés. 2. Etoffe métallique ou brocart argenté. 3. Brocart d'or. 4. Veau ou chevreau glacé blanc.

Le commité est d'avis que les souliers (oxfords) seront en grande demande pour l'automne et seront une proposition de mode. Pour cette raison les effets "tailleur" sont accentués.

Pour les magasins de la haute classe sont recommendés les souliers de soirée de satins colorés et garnitures de cuirs colorés avec bandes de couleurs contrastantes qui s'harmonisent aux toilettes ou aux garnitures des toilettes.

Le comité est d'opinion que les chaussures "side-gore" continueront d'être favorables.

Modes des Hommes

Formes

Les formes, semblent avoir une tendance pour des bouts plus larges et des empeignes plus courtes.

Talons

Aucun changement radical et les talons de 7/8 et 8/8 prédominent.

Cuirs.

Les cuirs de couleur comprendront 50 pour cent des ventes. Les couleurs les plus en vogue seront le bourgogne (nuances vin), brun médium et brun pâle pour le cuir ordinaire et le cuir pressé. Autres matières—15 pour cent veau noir uni et pressé; 15 pour cent cuir verni; 12 pour cent chevreau noir et kangarou; 8 pour cent chevreau brun et kangarou.

Evaluation des ventes

Août, oxfords, 60 pour cent; chaussures, 40 pour cent; septembre, oxfords, 50 pour cent, chaussures, 50 pour cent; octobre, oxfords, 30 pour cent, chaussures, 70 pour cent. Le comité croit que la vente des oxfords sera beaucoup plus proncée cet automne que par le passé. Si la vente des souliers (oxfords) est forcée durant août, septembre et aussi tard en octobre que la température le permettra cela signifiera une plus grande vente de chaussures lorsque la saison rigoureuse se fera sentir.

Modèles

Dans les chaussures d'homme du genre medium, la demande se continuera pour des chaussures "à la mode," avec perforations et autres décorations, mais celles-ci seront modifiées de beaucoup, car il est évident que les perforations grossières et les bouts "wing-tip" sont maintenant sur leur déclin. Dans les genres supérieurs il y a une tendance vers les effets unis, qui paraissenr dans les lignes de la forme et dans les modèles distinctifs.

Couleurs

Dans les couleurs du tan il y a une tendance vers des cuirs glacés de première qualité, unis et pressés, dans les nuances médiums et pâles; dans les cuirs plus pesants, le noir prédominera surtout pour le cuir de veau, la plupart ayant un fini pressé. Les cuirs noirs seront en grande partie finis glacés.

Styles pour la Jeunesse

Les styles pour les fillettes et les enfants.

Pour les fillettes et les enfants la forme orthopédique large sera continuée.

Pour chaussures d'école:

1. Veau tan.
2. Veau lissé.
3. Cuir verni.

Pour occasions spéciales, cuirs ou matières dans l'ordre suivant:

1. Cuir verni.
2. Cuir verni combiné avec des étoffes de couleurs ou suède.
3. Veau noir avec étoffs de couleurs ou suède.
4. Veau tan médium et combinaison avec nuances harmonisées.

Chaussures à courtes tiges—effets à brides de cuir verni, effets à brides de veau mat, et combinaisons de cuirs noir et tan avec couleurs harmonisées.

Chaussures de Jeunes Filles

Les chaussures de jeunes filles suivent la mode des styles de femmes. Les styles des chaussures de jeunes filles seront influencés par le genre de chaussures basses en vogue chez les dames.

Chaussures de garçons et garçonnets

Les chaussures de garçons et de garçonnets suivant la mode des styles d'hommes.

Mieux vaut faire quelques erreurs que de jamais essayer un meilleur moyen.

Les Rapides Progrès d'une Compagnie de Caoutchouc Canadienne-Francaise

La Roger & Airo Rubber Consolidated Limitée, par l'entremise de son gérant, M. Alph. Grisé, nous donne quelques notes intéressantes sur les progrès qui ont été réalisés par la maison en question.

Cette compagnie s'organisait le 21 janvier 1921, avec un capital très modeste, quelques mois plus tard elle entreprenait les travaux d'installation et au commencement de l'automne de la même année elle commençait la fabrication des chaussures—le rendement actuel est de 2,000 paires par jour. Jusqu'ici cette manufacture n'a commercé qu'avec la province de Québec, mais grâce au succès remporté, bientôt elle placera sa marchandise sur tous les marchés des différentes provinces canadiennes.

Termes Commerciaux et Conditions de Vente

Tels qu'Adoptés par l'Association des Manufacturiers de Chaussures du Canada

Prix—Les prix, en tout temps, sont cotés f.à.b. à la manufacture et ne peuvent être changés, après l'acceptation de la commande par le manufacturier, à moins d'être conformes à la teneur de la formule de commande. Une charge supplémentaire est faite pour tout expédition de chaussures, une paire à la fois ou en petites quantités de moins de 6 paires, faites à ordre.

Termes—Les commandes de sont acceptées et remplies seulement d'arprès les termes cités sur la formule de commande.

Accusé de Réception de la Commande—Les manufacturiers accusent réception de chaque commande, sauf la où des marchandises de la réserve peuvent être expédiées immédiatement. Cette commande devient alors un contrat obligatoire, sujette aux conditions stipulées sur la formule d'orde. Afin de se protéger et d' éviter tout malentendu, les acheteurs sont priés d'insister à recevoir une copie de la commande.

Annulations—Une commande ne peut être annulée ou variée, aprés son acceptation par le manufacturier, à moins que certaines remarques à ce sujet aient été inscrites sur la formule de commande.

Expédition—Chaque accusé de réception indiquera distinctement le temps approximatif de l'expédition. Le jour de la livraison n'est pas garanti, à moins qu'il y ait certaines remarques sur la formule de commande; mais exception faite de circonstances hors du contrôle du manufacturier, ce dernier sera responsable de l'expédition dans un temps raisonnable.

Arrangements Verbaux—Afin d'éviter tout malendtendu, tous les détails concernant une commande devraient être distinctement inscrits sur la formule de commande. Les manufacturiers ne se tiendront nullement responsables d'aucune entent orale.

Réclamations Pour Chaussures Défectueuses—Les membres de L'Association des Manufacturiers de Chaussures du Canada ont un service soigneux d'inspection et toutes les chaussures sont en parfaite condition lorsqu'elles laissent la manufacture. Ils ne peuvent accepter de responsabilité pour les dommages que pourraient résulter de tout accident ou de tout abus subséquents.

Aucune réclamation ne sera prise en considération à moins que les chaussures, pour lesquelles ces réclamations sont faites, soient returnées à la fabrique. Les clients afin d'éviter des frais pour le retour d'une ou de quelques paires de chaussures sont priés de les affranchir par colis postaux plutôt que par expresse.

Aucun crédit ne sera accordé après que les chaussures auront été portées, à moins que les imperfections soient le résultat d'une maine-d'oeuvre défectueuse ou d'autres causes sous le contrôle du fabricant. Si, après examen fait, il est constaté qu' il y avait de telles défectuoisités, les chaussures seront réparées ou un crédit sera accordé à l'option du manufacturier. Mais aucune indemnité ne sera accordée pour plus que le prix payé, moins une déduction raisonnable pour l'usage qu'elles auront déjà donné. Aucun dédommagement ne sera accordé pour les chaussures d'étoffe ou de cuir verni, excepté pour les défauts de fabrication.

Vol—Les manufacturiers ne sont pas responsables d'aucune perte causée par le vol. Les clients sont priés, à la réception de leurs expéditions, de vérifier le contenu et de le comparer à la facture. Ils devront faire une réclamation contre la compagnie de transport pour toute perte.

Si, pour une raison quelconque, les marchandises reçues ne sont pas satisfaisantes à l'acheteur, ce dernier est prié de correspondre avec le fabricant avant de retourner l'expédition à la manufacture, lui donnant ainsi l'occasion d' étudier la plainte.

L'Utilisation de la Mode pour Stimuler le Commerce de la Chaussure

Depuis les dernières années les styles ont été très usités afin de stimuler davantage la demande de chaussures. La chaussure s' améliore, comme le chapeau s'est développé, tout d'abord comme un article d'usage puis comme article d'ornement. Cela ne veut pas dire cependant, que l'élégante chaussure moderne n'est pas nécessairement un objet pratique au suprême degré dans les effts d'habillement. Il en est ainsi dans plusieurs cas, mais il est non moins vrai que l'élément qui décide la vente est le succès remporté en invoquant l'inconstante Déesse de la Mode. Les beaux bénéfices réalisés sur tout style favorisé de la Dame impérieuse, conduisent certaines personnes à prendre de sérieuses précautions dans les efforts a partager ces bienfaits pécuniares.

Mais le jeu de la mode au Canada n'est pas celui qui, généralement parlant, peut être joué avec avantage en prenant de grands risques sur des styles capricieux. Un des meilleurs stylistes écrivant au Footwear, nous dit:

"La qualité des chaussures de fantaisie est le plus important facteur de la vente ce printemps.

"Il est absolument nécessaire, dans la vente des styles nouveaux, de se rappeler deux choses constamment à l'esprit:

"Premièrement, il doit être reconnu que sur la quantité de genres et de modèles dessinés par les manufacturiers un seul devient populaire. Conséquemment la responsabilité entière dans le choix de styles attrayants, repose sur le marchand détaillant. Il doit se servir de son bon jugement et être capable de décider entre quelquechose d' attrayant et un peu bizarre ou entre quelquechose d'attrayant quoique sans la contraite du bon goût.

"Deuxièmememt; quoique les femmes canadiennes aiment les nouveautés et les nouveaux styles autant que les femmes américaines, cependant elles sont sans doute plus judicïeuses dans leurs demandes pour des contrastes convenables et tous les petits détails harmonisent et caractérisent une simplicité recherchée plutôt qu'un étalage, et pardessus tout elles demandent la qualité et la bonne main-d' oeuvre, rien n'est plus laid ni plus difficile à vendre au Canada, qu'une chaussure de fantaisie pauvrement fabriquée."

Nous aimerions à faire remarquer, cependant, tandis que

le détaillant pourvoit au goût féminin, qu'il a aussi l'occasion de l'étudier et de le diriger jusqu' au plus haut point. Quoiqu'il puisse ou non exercer une influence en créant une vogue pour certains modéles ou certains dessins, il peut aider à déterminer les genres de chaussures qui seront considérés comme de "bon goût" dans les différentes occasions. Il peut améliorer le commerce et augmenter le prestige, en vendant le plus de variétés de chaussures, convenables à l'usage auquel elles devront servir. L'usage, sans discernement, de styles de chaussures populaires en tout temps et en tout lieu a été presque lamentable. Des souliers à brides de satin furent portés, en certaines occasions, tandis que l'article réellement convenable était une bottine lacée et forte, et que sans doute encore nous verrons des souliers oxfords aux mariages, aux thés d'après-midi, aux danses, aux services religieux, et dans toutes sortes d'occasions pour lesquelles ils sont tout à fait inconvenables.

Pourquoi ne vendons-nous pas des chaussures de chemineaux à l'usage des chemineaux, des chaussures athlétiques pour pique-niques et excursions, des chaussures de sport pour porter avec habits de sport, souliers blancs (tournés) pour danses d'été, modèles de sandales, peut-être, pour être portés avec un costume tailleur, souliers à brides de suède et de cuir verni pour l'après-midi, souliers de noces, escarpins pour les thés, soulers de boudoir, et ainsi de suite.

Au lieu de laisser les styles contrôler le commerce de la chaussure appliquons nous à l'usage du sens commun dans leur choix afin que le commerce lui-même exerce plutôt son influence sur eux.

Les Articles de Sport

Peuvent-ils se Vendre avec Succès dans un Magasin de Chaussures

M. G. H. Wilkinson, Windsor, Ont., est de la classe des commerçants de chaussures qui croient nécessaire de pousser ailleurs le commerce dès que le vieux champ est passablement cultivé.

Afin de mieux faire connaître son département de chaussures athlétiques, il y a déjà plusieurs années, il eut l'idée de donner des balles et des bâtons de balle-au-camp aux jeunes garçons. Ceci lui rapporta un si bon succès qu'il jugea bon d'améliorer la branche du commerce de chaussures athlétiques en la rendant complète. Au début il semblait logique d'ouvrir un département de chaussures athlétiques de première classe et d'en retirer tout ce qu'il pourrait. M. Wilkinson soutient que "le commerçant de chaussures est le vrai marchand pour vendre des articles de sport". Une branche s'enchaîne à l'autre formant ainsi un commerce enclenché qui serait difficile à séparer avec succès. Plusieurs articles athlétiques sont fabriqués en cuir et en caoutchouc, ce dont le marchand de chaussures s'occupe. Les bâtons, balles, masques et équipement conduisent aux chaussures de balle-au-camp. Les raquettes et les filets de tennis, aux chaussures de tennis. Les patins, aux chaussures à patins. La crosse de golf, aux chaussures de golf. Une branche d'affaire nourrit l'autre—pourquoi séparer les bénéfices, disait-il, en souriant avec contentement.

M. Wilkinson est l'agent revendeur dans la branche bien connue d'articles de sport Reach, la Canada Cycle & Motor Co., patins, etc, et fait un commerce considérable de gros aussi bien que de détail. Le commerce de revendeur se fait en visitant les petites villes environnantes et en prenant des commandes, et en assurant que la vente des articles de sport portera bénéfice.

M. Wilkinson est aussi le seul marchand de l'ouest d'Ontario qui ait obtenu la prime offerte par la Canada Cycle & Motor pour les ventes en quantité la saison dernière, prouvant que la vente seule des patins pouvait être profitable, mais qu'elle serait doublée si elle était jointe à la vente des chaussures convenables aux patins et aux pieds. La moyenne de la démarcation du prix de la plupart des branches est de 100 pour cent du coût, ou de 50 pour cent du prix vendant. Un taux ordinaire du rendement de la réserve est assuré en achetant en petite quantité et en ordonnant souvent. "La pratique d'avoir de petites réserves, et d'acheter fréquemment a été prouvée comme très satisfaisante, disait M. Wilkinson, "et plus que cela, l'espace nécessaire pour l'emmagasinage et l'exposition de la marchandise est très limité."

Lors d'une récente entrevue, M. Wilkinson répondait au téléphone concernant une certaine commande. Terminant sa conversation il dit "voila la manière dont se font souvent les ventes. Un client vient d'appeler et nous lui envoyons une paire de $7—voila toute la transaction sans trouble ni perte de temps".

Les articles de sport sont très annoncés dans les journaux, les circulaires, etc. cette branche de commerce étant traitée par elle-même, et fréquemment annoncée séparement elle se rattache aux chaussures de sport.

L'aide en choisissant des étalages attrayants dans les vitrines.

Les étalages des vitrines sont égayés par l'introduction des lignes de sport, surmontant ainsi la monotonie de l'exhibit qui est si souvent difficile à empêcher.

Quoique plusieurs ventes soient comparativement petites il y en a par contre qui compensent largement, surtout lorsqu'un club de balle-au-camp est équipé des pieds à la tête —l'équipement nécessaire consistant en balles, bâtons, masques, gants, mitaines, etc. "La branche des marchandises de sport a aidé à l'augmentation des ventes et des bénéfices dans ce département et a poussé davantage la vente des chaussures athlétiques. "Mais elle a fait plus que cela", ajoutait M. Wilkinson; "l'établissement de ce département a de plus augmenté le nombre de mes clients pour des chaussures ordinaires. Tout d'abord plusieurs clients vinrent au magasin dans le but d'acheter des articles ou des chaussures de sport". Demandant a M. Wilkinson s'il recommandait cette branche au marchand de chaussures ordinaire, il répondit, "je le ferais certainement. Il y a de l'argent a faire si nous nous en occupons. Il est surprenant de voir comme il est facile de faire un grand commerce avec une petite réserve".

La Mode en France

La forme pointue tend à se généraliser de plus en plus surtout en ce qui concerne la chaussure de fantaisie; en province et dans les faubourgs de Paris, ces modèles avaient rencontré une certaine résistance qui disparaît peu à mesure que le consommateur constate que cette forme est d'un parfait chaussant.

La hauteur du talon paraît se fixer aux environs de 4 c/m ½ et ne dépasse que rarement 5 c/m sauf dans quelques modèles de haute fantaisie.

C'est encore le soulier verni pour dame qui est le plus recherché en cette saison de printemps, mais on s'attend pour le début de l'été à une demande importante de daim de nuances claires, principalement du gris.

Si l'on en excepte les piqûres qui continuent à figurer sur les souliers de fantaisie, les ornementations compliquées disparaissent de plus en plus et c'est le soulier tout uni qui a la faveur, aussi bien dans la clientèle féminine que dans la clientèle masculine.—Le Magasin de Chaussures.

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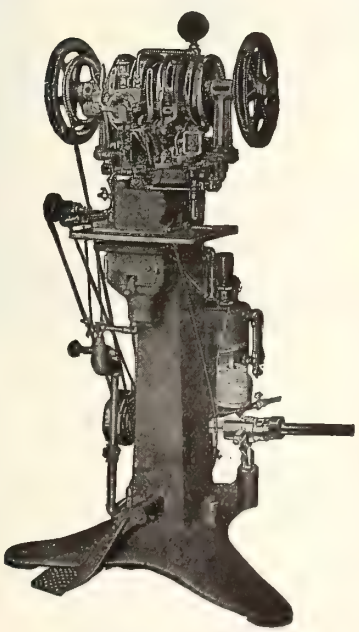

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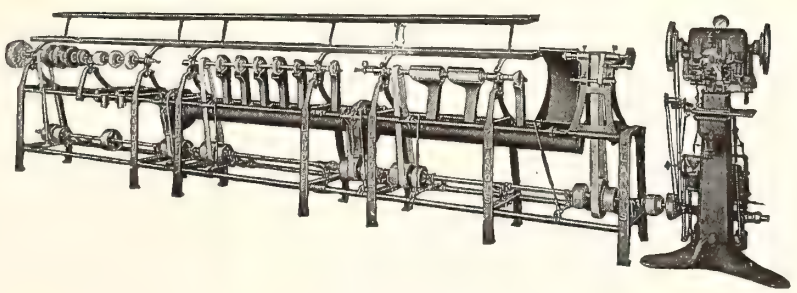

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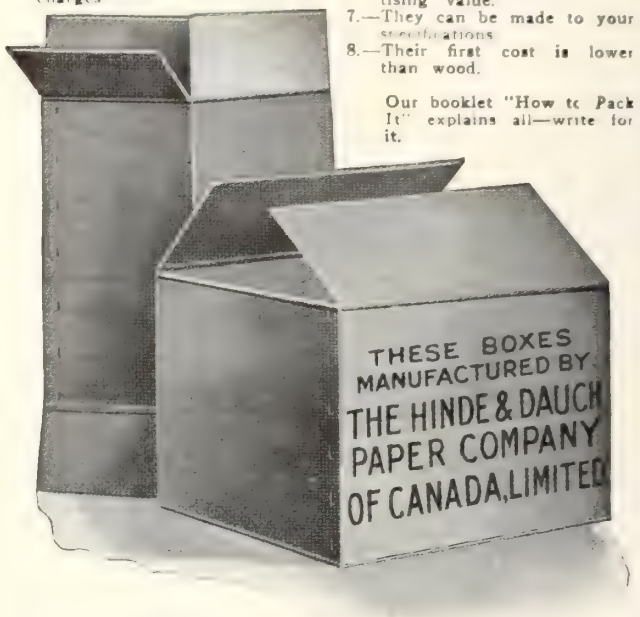

The Hinde & Dauch Paper Co. of Canada Limited
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Harris-Corliss Steam Engines

Eastern Representative for
WORM GEARS AND WORM GEAR REDUCTION UNITS

The Franklin Machine Company
Engineers Founders Machinists
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For MEN, BOYS, YOUTHS and LITTLE GENTS

A staple line of Footwear, prominently known for its superior workmanship, first grade materials, smartness and comfort. A Line you can stock with assurance. Write us to-day.

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MAKERS OF THE "PETERBORO" SHOE

GLOBE PILLOW WELT MADE IN CANADA

The Pillow Welt

The Globe Pillow Welt — The only Genuine Goodyear Welt Shoe Made with a Pillow Insole.

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Montreal Office, J. A. BLUTEAU, Representative
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Patent Leather is enjoying tremendous popularity at the present time. Good Patent has come into its own and the public find it comfortable, durable and beautiful.

But every good thing has its substitutes and every good maker his imitators.

Just so long as the shoes you sell are made of good Patent your trade in this splendid sales creating material will continue to thrive. The minute you permit the inferior substitute to appear on your shelves you will compromise your sales of Patent Leather Shoes.

If it's Patent it's got to be good.

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Ensure your future sales of Patent lines by insisting upon Clarke's Patent Leather.

A. R. Clarke & Co.
Limited
MONTREAL QUEBEC
TORONTO

Vol. XII No. 7 Toronto, July, 1922

Footwear in Canada

CLARKE'S

PATENT LEATHER

used throughout the British Empire by the best manufacturers

A. R. CLARKE & CO. LTD.

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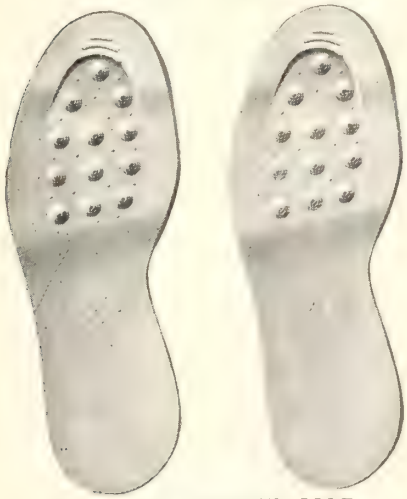
PANTHER SPORT SOLES

PANTHER SUCTION SOLE

PANTHER INSERT SOLE



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PANTHER
Quality Sport Soles

MAKE SPORT SHOES SMART AND SERVICEABLE

REGISTERED DESIGNS

It is the sole that makes this practical outdoors accessory the popular number it was last season and will be larger this season

Panther Soles are made in three Sport Styles, each one being the peer of its class

COLORS:

Made in Pale Pink, Chocolate, Black and Ivory White

PANTHER QUALITY SPORT SOLES GUARANTEED

To wear twice as long as leather

Officially correct for Golf, Tennis, Hiking, Yachting, etc.

Now being used by the best manufacturers

Ask your manufacturer for Panther Designs

Panther Rubber Co., Ltd.

Sherbrooke, Quebec, Canada

DESIGN REGISTERED CANADIAN PAT. OFFICE

PANTHER SUCTION SOLE

NOTE THE STANCE TOE AND HEEL SO LOVED AND DEMANDED BY GOLFERS

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Means

PERMANENT TRADE

Confidence is the key-note in placing orders for Eureka products, for the reason that all the essentials to reliable workmanship are found at the Eureka plant—first-class materials, the latest improved machinery, and expert operatives. Close quotations and prompt delivery complete the service which keeps Eureka lines to the fore.

Women's, Growing Girls', Misses' and Children's Shoes

See our new Lines in One, Two and Three Straps, Button and Buckles.

Wide and Narrow Straps

No. 8552. Womans Two Button One-Strap Pump with imitation saddle strap. Last 100 14/8 Baby Louis Heel or Cuban Heel.

EUREKA SHOE COMPANY

Three Rivers

The Panama Last

Another distinctively Tetrault production, made on all widths, from A to E, combining style and comfort. A most attractive shoe in any leather.

BE SURE to feature this last in your Spring range.

TETRAULT SHOE MANUFACTURING CO., LIMITED
MONTREAL, QUE.

Largest Makers of Boots and Shoes in Canada

YAMASKA

There are still a good many weeks of profitable summer selling—if you have the goods. Do not risk the chance of losing sales with incomplete stocks but rush your order through to us and we shall be pleased to forward your requirements without delay.
If you have not yet handled Yamaska footwear may we suggest that you write us for samples and prices? Our lines for the coming Fall are of unusual merit both as to quality and price. They mean better business for all merchants who will give them a chance.

La Compagnie J. A. & M. Cote
St. Hyacinthe, Quebec

No. 311 Women's and Growing Girls' McKay, Bal. made in Gunmetal Calf, Dongola, Mahogany Velour side or Patent vamp and dull top. Sizes 3-7.

This sporting bal. is obtainable in Brown and Black Elk, English Kip, Tan Grain and Pearl Ooze Split. A very strong seller wherever shown.

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CHROME PATENT SIDES

THE ROBSON LEATHER CO. LIMITED

HIGH GRADE SIDE LEATHER

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LEATHER GOODS
WHITE GOODS

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Street, Dress or Sport

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—Reliable Workmanship
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The Sandals, Strap Slippers and Oxfords shown here are ready for immediate delivery. Prices and other details upon request.

Solid leather materials—smart, snappy styles—workmanship that stands the closest scrutiny—every shoe a genuine Goodyear welt.

These are the facts responsible for the success of Tred-Rite shoes. The same facts can be made to bring success to your juvenile department, too.

If you will get in touch with us we shall be only too pleased to give you every co-operation.

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Otterville - Ontario

The Last Word in Stitchdowns

OXFORD AND BAL.

for Men, Boys, Misses and Children

In our new line of stitchdowns we combine the three essentials to Good Sellers :

FLEXIBILITY
WEAR
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An Ideal Sport Shoe, Chrome Sole, 3/4″ heel, attractively patterned in the most popular leather combinations.

Our name is the guarantee.

DAOUST, LALONDE & CO., Ltd.

Montreal - Quebec

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¶ We believe that our papers enjoy greater prestige among representative men than any similar publications in Canada and that our advertising rates are the lowest per interested reader.

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Canada Lumberman
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Canadian Woodworker
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The largest publishers of technical papers in the British Empire, printing in Toronto, Winnipeg and Vancouver. Proprietors of MacLean Building Reports Limited.

IN STOCK NOW

IN STOCK NOW

9384—Women's Patent One Strap with Cut-Out—
15/8 Spanish Louis Heel—Turn Sole—B. C. D. $5.50

IT'S A Classic

Getty & Scott, Limited, Galt, Ontario

Makers of Classic Shoes for Women and Children

EVERY feature that stands for good counters is embodied in

Spaulding's Fibre Counter's

When you buy counters—buy the brand stamped "SPAULDINGS" the name that guarantees the quality.

If you have difficulty in fitting any of your lasts send us samples and we will fit them free of charge with the proper SPAULDING counters.

J. Spaulding & Sons Company, Inc.

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NORTH ROCHESTER, N. H.

Boston Office
203 B ALBANY BUILDING

CANADIAN AGENTS

International Supply Co., Kitchener, Ontario, and Quebec City
V. Champigny, Montreal

Keep Them Displayed!

"OUTING"

(BRAND)

Canvas Shoes

DISPLAYS attract new prospects, make sales and increase business. Let your windows be made as alluring as practicable with attractive, interesting displays of "Outing" Brand Canvas Shoes. These excellent shoes have proved themselves in quality and satisfaction. Let your windows, your advertising and your satisfied customers all combine to spread the good tidings that you sell "Outing" Brand Shoes.

Keep Your Stock Well Sorted!

Gutta Percha & Rubber, Limited

Head Office and Factories, Toronto.

Branches in all Leading Cities of Canada

1827

It is nearly one hundred years ago since Isaac Tyson, Jr., discovered that the stones used to hold the cider barrel on the cart were Chromic Iron. This discovery led to the establishment of our Baltimore Works in 1845. Times change, but the Quality and Uniformity of Mutual Bichromates remain the same.

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"Mutualize Your Chrome Department"

"THE WEAR PENETANG TANNERY IS THERE"

Better Looking Staples

with our new

Penetang Sole Leather

Instead of the former red tinge this popular tannage is now being produced by us in a beautiful union color. The same good working and wearing qualities are retained.

The better appearance means better business to all manufacturers of men's and women's staple shoes.

The Breithaupt Leather Co.

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Manufacturers of "the Standard of Canadian Sole Leather"

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A National Journal of its Findings, Making and Sale, with a quality circulation—every reader a possible buyer.

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Factors Affecting Shoe Prices

Whatever may be the uncertainties of the style situation, it does not seem as if the retailer need worry a great deal about prices. The general feeling is that they are down pretty well where they ought to be. When the manufacturers send their travellers out in August, they will probably be showing lines at 25 to 50 cents reduction on the spring prices, due to the still further easing of the leather market which took place in the intervening months. On the other hand, however, hides and leather have recently taken on a firmer tone, sole leather has advanced some cents and calf is also stronger—and there is the possibility that this will bring about a reaction in shoe prices, depending of course on the demand from the retail trade. The western crop is a factor that must be taken into consideration and one which will probably have quite a decided effect on the situation. If there is a bumper harvest, as appears possible from present indications, and there is a flurry of buying from the west, it is probable that the manufacturers will have more immediate business than they can handle, which will have a tendency to stiffen prices again. Any sudden revival of demand will offer an opportunity to the tanners, who have been operating at a loss during the decline, to recuperate, at least temporarily, and the same of course applies to the manufacturers. While no one wants to see a premature and artificial stimulation of business in this way, it is a matter that apparently cannot be controlled. After such a severe period as we have been experiencing, every firm will be anxious for the opportunity to show some real profits, even at the risk of a subsequent downward reaction.

On the other hand, it is possible that there will be no revival of consumer demand this year and that the retailers will still continue their hand-to-mouth policy.

There is only one thing that could bring about a considerable reduction in shoe prices—and that is another winter of such severe unemployment as would cause a break in the labor market. This would of course result in a general decrease in the cost of living, and shoes would follow other commodities. It is to be hoped that no such drastic conditions may arise.

We have been discussing the situation from the internal viewpoint. But there remains one great big uncertain factor which affects all others and which may upset all calculations—and that is Europe. The developments in the Old World will have a profound influence on our prosperity on this side of the Atlantic.

Caution in Buying may Result in Rubber Shortage

Rubber men report a shortage of running shoes. This, it is stated, is due to the fact that the retailers did not place their normal requirements and the manufacturers did not make provision for unusual demands from stock. It is also pointed out that the same situation is liable to develop in regard to rubbers during the fall and winter. Placing has been light by the retailers, and the manufactures, on their part, are only preparing to carry a normal stock for sorting. Caution is the policy throughout the trade, and while no doubt it is a good policy, in general, the fact remains that the time when everyone is cautious is the shrewd business man's best opportunity to take a chance and win out.

Semi-Annual Clearance Sale Does Not Meet To-day's Needs

The semi-annual clearance sale has become a relic of pre-war merchandising. It does not meet the requirements of to-day in the average shoe store. In those ancient times— for in the history of the shoe business they must be considered ancient—when new samples were brought out twice a year, when there were two definite annual style cycles, one ending about March 31st and the other about July 31st, the good old semi-annual was all very well. Styles then didn't generally bud to-day and die to-morrow; they bloomed lustily for a whole season—may be for two or three—and attained a hale and hearty old age. You may sigh like a furnace, if you will, for the old ways and the old days, but that won't help you any when you come to sell shoes that have no interest to

your customers except as antiques, at the end of what you are pleased to call the season. If a style is bought in August, turns sickly in September, and dies before Thanksgiving, why in the name of common sense hold it over to March before calling in the undertaker. Styles must be sold quickly these days, if at all. The time to clear them is not in July, March, or at any other set date, but just as soon as they begin to lose their healthy color. Don't waste time trying to doctor them up; shoot them out and bury them. Possibly, with our present rapid style cycle, a quarterly sale would catch them as they were dying, but four sales a year would be several too many, and until times change again, it would seem that the wise course for any shoeman doing a fashionable business is to dispense with the old idea and use some system of continuous clearance for keeping his stock clean—though this would not of course preclude his putting on a sale under special circumstances that seemed to warrant it.

Merchandising Opportunities in August

In August the shoe merchant can continue to sell hot weather footwear. Remember that there are more white shoes worn in August and September, generally speaking than even in June and July. Also many running and sport shoes, bought early in the season and subjected to continuous wear, will be worn out by that time, perhaps during a spell of the hottest weather of the year. Continue to sell white footwear, therefore, and clean them right out. "Yachting Week," it may be mentioned, is August 20 to 27, and this will furnish an opportunity for featuring boating and yachting shoes.

During the last week in August, displays of children's footwear, backed up by advertising, will of course be timely and effective. Parents will again be preparing their young hopefuls for the opening of school, and in very many cases new boots will be one of the first essentials.

It will not be too early before the end of the month to make an advance showing of fall goods— if you have the goods. It will swing feminine attention in your direction, and the dollars just naturally follow.

Some Customers Require Vigorous Treatment

Individual treatment is needed for various types of customers. With some, the most unfailing attention and most assiduous effort to please will not suffice. They require a special medicine.

One of Montreal's prominent retailers told "Footwear" recently of drastic methods he had to use in dealing with a particularly difficult customer. It was a lady—sexually and socially speaking at least—and the wife of a judge. This person's demands were so exacting, sometimes so impossible, and her manner so overbearing, that when her limousine was seen to stop at the door, members of the staff who were not serving customers would suddenly become busily engaged as far towards the rear of the store as possible. She registered complaints over every transaction. Refunds and exchanges were her steady diet. Eventually the proprietor thought the matter had gone as far as was warranted, and that it was necessary to adopt a different policy with her. Accordingly, on the occasion of the next complaint, he interviewed the lady in person and was very frank with her. "Madam," he said. "we appreciate your business, but I am sorry it seems impossible for us to please you—though we have done our best. Under the circumstances I would prefer that you buy your footwear elsewhere—for we cannot afford to lose money on every transaction we have with a customer—as has been the case in our dealings with you."

Strangely enough, the lady did not buy her shoes elsewhere thereafter. She came back to the store, but since the date of that little interview the firm has had no customer more docile, manageable and easily served than she is. The policy of "the customer is always right" may, it seems, be the wrong one in extreme cases.

Favorable Indications Across the Line

"Footwear" had lately the opportunity of discussing the shoe situation in the States with a representative of one of the best-known U. S. manufacturers of women's high-grade shoes. This shoeman, who was on a flying visit to Montreal, stated that the improved conditions with his own concern appeared to indicate that business had actually turned the corner and was again on the upgrade. They had, he said, been fooled on previous occasions with flurries of business that did not last, but for two or three months now the improvement had been steady and there seemed to be a real basis for optimism.

Some will Wear Even the Russian Boot

Women—some of them—will buy anything. The manager of one of Montreal's large shoe stores, doing a popular trade, told "Footwear" on the occasion of a recent visit that he had bought eighteen pairs of Russian boots a short time before and that all but five of them had already been sold. They were an all patent boot, of moderate height, and were selling at $12.00 a pair. This shoeman quite agreed with us that no more outlandish or unreasonable style had ever been shown for the summer trade, but pointed out that that was one perfectly good reason why a certain element of the public would want to buy them.

No matter how good you have been, associations will influence the public's opinion of you—just look at the erstwhile modest unassuming raisin.

Long Distance Style Calculations

A Radical Change Must Come Eventually—What Will Happen After New Year?—High-Cuts a Possibility to Follow Lengthening of Skirts—Will Young Matron Class Turn to Plainer Footwear?

While the general opinion is that straps and oxfords will practically cover the style range for fall and that nothing radically new will appear during the coming season, it is well to keep one's eyes skinned in the shoe business to-day. Boots have been "on the bench" for a long time, and, as one prominent merchant said to "Footwear" recently, when they do come back they'll likely come with a rush. The short skirts have undoubtedly been responsible for their extended absence—for a high boot with a skirt that does not reach the top, leaving a few inches of stocking between, is certainly not pretty. But the Parisian fashion creators have been lengthening the skirts, and if the influence of their designs reaches this side of the water and the hem line is lowered a few inches, it is logical to expect the eventual return of the boot.

It is also significant to note that Paris is getting away from straps and fancy designs to a large extent. In a recent issue of one of the leading U. S. fashion magazines, a couple of pages are given over to illustrations of the Paris and the New York mode, in comparison, and, commenting on the shoe styles, it is stated that, "the Frenchwomen are wearing the simplest of shoes—always with a buckle—it is the new mode," and further, "New York, always several steps behind Paris, has not yet abandoned the fancy shoe."

The Parisian skirts are almost reaching the ankle, in many instances, and the New York hem-line—among the elite—is not far behind. The knee, as a factor in the style situation, has apparently had its day and has modestly retired from view, while the calf, also, is fast disappearing.

These remarks refer, of course, to the apparel of the "Four Hundred," but the mob always follows sooner or later. The flapper will no doubt put up a stiff battle to maintain the style which is so distinctly her own, but who can successfuly fight against fate or fashion? It is not at all likely that skirts for street wear will ever again be as long as they once were—having once experienced leg freedom, feminine sentiment will be very strongly opposed to any return to the bondage of the hobble or street sweeping variety of garment. As a matter of fact, modern traffic conditions make it quite impracticable for the business girl, who represents such a large element of the fair sex.

Deductions are easily drawn from the circumstances referred to above—though fate frequently plays the prophet scurvy tricks and entirely upsets his most logical inferences. However, the probabilities seem to be about like this: In, say, six months, there will be an appreciable reduction in stocking visibility. This will permit the well dressed woman to wear boots without spoiling the effect of her ensemble, and it is possible that the high-cuts will sweep the field, for the matron and young matron class. The younger, or flapper, element may stick persistently to the short garment and will probably wear straps or oxfords with wool sport hose throughout the winter months. With the coming spring, the young matron will wear plain tailor-made types of oxfords and, perhaps, simple, undecorated colonial types, following the present trend as seen in Paris.

In the meantime, the fall trend appears to be fairly well settled, and the shoe merchant can prepare for it with reasonable confidence, keeping sharply on the lookout for developments, such as we have suggested, after New Year and as the season wears around towards spring. It is impossible, of course, to make a forecast so far ahead with any real assurance of its accuracy, but the possibilities are at least as we have indicated.

Stock Record System Used by the Rowland Hill Shoe Stores, London

The question is often asked, "Why is it necessary to keep a stock record?" and the answer given by the average shoe man is, "It is not necessary, we get along without a stock record system" and so it goes. Again we find merchants who believe in a detailed check stock system which records the sale of each pair of shoes even to the size sold. Undoubtedly this latter method has its advantages and accurate information, derived from such a system can help immensely in future buying.

While this method of checking off on a loose leaf or card system the size sold in each individual line from information contained on the saleslip, the morning after the sale has been made, gives valuable information that can be obtained in no other way, the system described here which is now in use in the Rowland Hill stores, of London, has much to commend it.

As explained by Mr. Hill, after careful consideration of the various methods of stock keeping records as used by the better stores throughout the country, this method was decided on as one which would give useful information without undue work and time in its maintenance. The idea itself and the ruling of the sheets, which are in the form of a loose leaf book, comes from a shoe store in Fitchburg, Mass., owned by a W. C. Goodwin. This system among others was suggtsted to Mr. Hill by the Retail Shoe Salesman's Institute.

System Requires Little Time

As already mentioned the beauty of this system is the fact that accurate information is obtained with comparatively little effort and time. Only a few minutes each morning is necessary, first to record under the division headings the goods received and then the totals of the goods sold. These last figures are obtained by first of all looking over each individual saleslip and sorting in piles according to the classifications and then recording the total of the pairs sold under each heading. In the case of slips containing two or more pairs these are set aside and tabulated on a rough ruled sheet before the record is finally made. In the case of goods being returned to manufacturers, space is also allowed for this. It will readily be seen that the goods on hand (as ascertained at stock taking time) and pairs received make the total pairs on hand until the sales and returns are deducted which leaves the figures to be carried to the next sheet, giving the net pairs on hand for the following day. Care is necessary to record each shoe received into stock. As each case or parcel is opened and checked a memo is taken of the number of pairs

DAILY PAIR SUMMARY

Day and Date Thurs June 29 /22

STOCK REPORT	MEN'S HIGH		MEN'S LOW		MEN'S WORK	MEN'S TOTAL	WOS HIGH		WOS LOW		WOS PUMPS		TOTAL	TOTAL
PAIRS	AST	O S	AST	O S			EMP	O S	EMP	O S	EMP	O S	WOMEN'S	MEN'S & WOMEN'S
PAIRS ON HAND	890	1015	350	150	565	2970	350	690	960	1150	650	2190	5990	8960
PAIRS RECEIVED	30		60		30	120			48		30	240	318	438
TOTAL	920	1015	410	150	595	3090	350	690	1008	1150	680	2430	6308	9398
PAIRS SOLD	25	30	40	5	15	115	5	10	20	20	10	15	130	245
PRS RETD MNFR					5	5								5
BALANCE ON HAND	895	985	370	145	575	2970	345	680	988	1130	670	2365	6178	9148

STOCK REPORT	BOYS	GIRLS		TOTAL	MEN'S	WOS	CHILD	RUBBERS	TENNIS	TOTAL	GRAND TOTAL
CONT		HIGH	LOW	BOYS AND GIRLS	SLIPPERS	SLIPPERS	SLIPPERS			MISCELLANEOUS	ALL PAIRS
PAIRS ON HAND	990	1250	980	3220	200	685	345	1320	1560	4110	16290
PAIRS RECEIVED	10		20	30		30			20	80	548
TOTAL	1000	1250	1000	[illegible]	200	715	345	[illegible]		[illegible]	16838

Section of Daily Pair Summary Sheet used by Rowland Hill Stores, of London, Ont.

and from this memorandum the record is made on the summary sheet day by day.

No account is made of the size sold and the records of sales are made from the numbers of the various divisions of stock as recorded on the saleslips. It will be noticed by a study of the "Daily Pair Summary" sheet here illustrated that the stock of the Rowland Hill stores is divided according to makes, only in the case of the men's and women's. In this case the word Ast'. at the head of the column denotes Astoria make and the O. S. signifies other shoes. In the women's the Emp. denotes Empress shoes and the O. S. womens other shoes. As these are the two main lines featured in the men's and women's departments the figures thus obtained tell accurately how many pairs are being sold under these headings. In the case of women's pumps, this heading includes any line with a strap pattern. Boys' low and high shoes are bulked together, while boys' slippers are recorded with the men's. In the case of boys' and children's no account is made of different makes. A study of the figures and division as illustrated, while these figures are fictitious and only given for illustration purposes gives a very good idea of the system.

Value of Records Quickly Demonstrated

To quote Mr. Hill "We have had this pair summary record in operation only since last January but even in these few months we have already found out where our stock is too heavy. For instance we know we are carrying too many boys' shoes and this stock is not turning fast enough. Before we had a record we use to guess "that our boys' shoes were alright —they always sell," but now we know that this is not the case. Then we found out that 'straps' sold in January just twice as well as 'oxfords.' We wouldn't have guessed that, but now we feel we have something to base our calculations on, for another season. We know in buying when we will likely need the goods. Many other points of interest as well as valuable information are obtained from the record, to say nothing of the monthly summaries compiled at the end of each month showing the total of pairs sold under each heading. We also compute each month the daily total averages and at the end of a twelve months period we can tell accurately how often our complete stock turned as well as each section of it. Comparison as to daily and monthly sales can be made as to pairs sold which heretofore we have only guessed at."

Moulded Insole a Radical Innovation in Shoe Industry

A new type of shoe has been brought out in the States with moulded insole which conforms to the curves and hollows of the sole of the foot. The theory upon which this radical innovation is based is that nature intended man to walk barefoot on earth ordinarily so soft and yielding as to take the impress of his foot at each step, thus distributing support over practically the whole sole.

Mr. Oliver E. DeRidder, E. P. Reed & Co., Rochester, N. Y., is the inventor, and he claims for his moulded innersole that it gives the foot precisely the same degree of support which nature intended it to have when walking barefoot on the ground. His contention is that this is the natural form for the innersole to take; that it gives the foot arches no opportunity to break down; that it will keep the foot in good condition; and that it will correct foot troubles which have been caused by wearing improper kinds of shoes.

One of the first questions that will enter the shoemen's mind regarding it is: Is it adaptable to all the ordinary varieties of footwear? Mr. DeRidder says, "Yes," that it in no way interferes with the style of the shoe, that any upper pattern or any material may be used, and that the moulded sole remains the same in every case.

Yes! The Flapper will Still be with us Next Winter

This is the "Cavalier" gaiter. And it sure lives up to its name. It's got the dash about it that one usually associates with Bonnie Prince Charlie and his gay and daring followers. Possibly there may be some puritanical roundheads who will look askance at it, but, as for the chirpy little flapper, we imagine

she'll take one look at it and—get right inside. Then watch her go swashbuckling down the street!

This new gaiter is being produced in Canada by the Canadian Consolidated Rubber Company. Samples are in process at time of writing. It will be shown in black and fawn combinations—black with fawn cuff, and fawn with black cuff.

Prospects Bright in Brandon Vicinity

R. R. Dowling, of the Dowling Shoe Co., wholesale boots and shoes, Brandon, Man., reports that business is moving along slowly and crop prospects were never better in his district. Mr. Dowling remarks that the impression seems to prevail in some quarters that the city of Brandon was recently flooded out. The floods only affected a small portion of the city in the valley, however, as the business and residential district occupy an altitude of some 300 feet and were not affected in any way.

"It look as though we are going to beat last June by from 15 to 20 per cent.," says Mr. Arthur Wilson, of the Robert Wilson Shoe Store, Hamilton, Ont., in a recent letter to "Footwear." "We caught the month on Saturday night (June 24) at 5:30—so all we get this week will be gravy. Does that sound like conditions are bad?" We'll say not.

Has Dame Fashion a Surprise Packet Up Her Sleeve

A live stylist recently declared, in conversation with "Footwear," that if any reliance could be placed on experience during recent years, the real style feature of the fall season was still in the offing and that it would probably be something altogether unlooked for by the trade in general. The styles at present shown would of course continue to be sold for some time, but the "big noise," the novelty on which the money would be made—and lost—had yet to arrive. What this feature would be, our informant was not willing to hazard a guess. It might be some sort of boot, or overshoe—some Russian novelty—it was impossible to say as yet. The only thing to do was to keep one's eyes skinned and exhibit a little rapid-fire action when the time came.

Arrangements Complete for Shoe Exhibit of C. N. E.

There is every indication that the shoe and allied trades exhibit at the Canadian National Exhibition this year will be a complete success. The manufacturers' section is already completed and will include the following firms: Corson Shoe Manufacturing Co.; Owens-Elmes Mfg. Co.; Macfarlane Shoe Limited; Williams Shoe Limited; Slater Shoe Co.; Hartt Boot & Shoe Co.; Brandon Shoe Co.; Blachford Shoe Manufacturing Co.; John Ritchie Co.; Walker, Parker Co.; Scott-McHale Limited; Perth Shoe Co.; J. & T. Bell Limited; Lady Belle Shoe Co.; Weston Shoe Co.; Hurlbut Co.; Tebbutt Shoe & Leather Co.; Charles A. Ahrens Limited; Getty and Scott Limited; Talbot Shoe Co.; Murray Shoe Co.; Eagle Shoe Co.; Kingsbury Footwear Co.; Clark Bros., Limited; Tred-Rite Shoe Co.; Oscar Rumpel.

Work is going ahead on the Allied Trades' section and at the time of writing arrangements are practically complete for the occupation of all the spaces.

The exhibit will be located in the new Arena Building, which, it is expected, will draw very large crowds this year. If everything turns out as successfully as the executive of the Shoe Manufacturers' Association is justified in expecting, there is reason to hope that the made-in-Canada shoe exhibit will become an annual affair.

The manufacturers are particularly anxious to have the interest and support of the retail trade in this connection. They will one and all be very pleased to receive visits from retailers at their booths.

Mr. C. F. Hyot Weds

Mr. Chas. F. Hoyt, chief designer of the United Last Co., Montreal, has joined the ranks of the benedicts. His bride is Miss Irene B. Fairly, of St. Louis, Mo., where the wedding took place on June 13.

In anticipation of the event, Mr. Hoyt was tendered a banquet on June 3 at the Press Club, by his friends and associates, who made a tangible expression of their good will and good wishes in the form of a presentation of a cabinet of silver. Mr. J. J. Keating was chairman of the evening, and there were a number of other speakers, including Mr. F. W. Knowlton, Mr. Carl Sturgis and Mr. Geo. Mason.

Norfolk Shoe Co. Limited

The name of Norfolk Shoe Co. Ltd., has been substituted for that of Canadian Boy's Shoes, Ltd., Simcoe, Ont.—the original registration, through an error on the part of the Department at Ottawa, conflicting with that of an eastern manufacturer. Mr. L. C. van Geel, who is well known to the trade through his connection with the Tillsonburg Shoe Co., is general manager of the concern.

Is it a Mistake to Use a Standard Size in Sample Shoes?

An interesting suggestion comes from Mr. Harry Gibbins, of Montreal, with regard to sample shoe sizes, which we think is worthy of the consideration of both manufacturers and retailers. He declares that it is a mistake to use a standard sample size for all shoes, either in women's or in men's. Most manufacturers standardize on a 4B or a 4½B in women's, but Mr. Gibbons' contention is that while one shoe may be shown to the best advantage in a 4B, another may require a 5A to bring out the real character of the last. A narrow, pointed type of shoe lends itself to display in the shorter size, but with a less slender last a longer size may be required to exhibit the prettiest lines of the shoe.

Moreover, Mr. Gibbins points out, in many instances a buyer cannot judge the real merits of a shoe unless he sees it in two or more sizes. How often will one pick up a sample and, while it appeals to him, still feels hesitant about it, because he cannot picture how it will look in the larger or smaller sizes. In some cases this difficulty might be easily overcome. Manufacturers, when they select a last with which they are particularly pleased, will use it for several different patterns and combinations. Why then should they not make up each pattern in a different size—so they can say to the buyer—"Here's an all-grey suede, in size 4; this suede and patent combination is size 4½, and this black satin is size 5, all on the same last—you can see for yourself that it retains its graceful lines throughout the entire range."

As an illustration of how a last may show to better advantage in some particular size, Mr. Gibbins told "Footwear" that on a recent occasion he was asked by a manufacturer to try out a line which, though the manufacturer had picked it for a winner, seemed to be creating little demand. He purchased the line in a small way and used a larger size for window display than was shown in the sample, and when the company's traveller called again he loaned him a shoe from the lot in the larger size—the same as shown in the window. The traveller reported good results from the change.

We would like to have the views of our readers on this matter of the advisability of variation in sample sizes and to find out whether the consensus of opinion is that such variation would be helpful to the buyer in judging the merits of different lasts.

When Bargain Sales Lose Drawing Power Try a Guessing Contest—It Pulls

By FRED W. HORN

When canvas signs become an eyesore to your townpeople, when they convey the impression to the incoming traveller, tourist, or rural patron, that the whole town is in liquidation and the depressing effect is amplified in the drop-jaw countenance of the merchants, then it is high time to inaugurate something different and make your appeal from a different angle, a new view point.

The buying public have tired of merchandise at half price, of being offered regular peak price values at 90% to 100% off, for in the ordinary intelligence of the masses they know it does not take two years of driving sales to clear well loaded shelves, and are conscious all the while that new merchandise is being handled, for they see the travelling salesman is a busy man these days and he does not travel for any particular love he has for it.

Too many merchants today are working along the lines of least resistance and in so doing are furnishing the masses with what they are asking for, **Lower Priced Merchandise,** and are actually lowering standards of quality in pursuance of such methods.

Whatever price is attached to merchandise in general is significant of corresponding value.

A Ford car may be had for $650.00, even less, and they are usually worth it, but if you fancy a Packard why the price is around $3,500.00 and they're just as well worth that.

If a man's limit is $5.00 for a pair of shoes why he will find shoes at $5.00 and if by reason of experience he prefers a good grade containing the greatest degree of service he will find the price in accordance with such favourite grade.

Let's get away then from shouting bargains at an incredulous public and offer them something different.

Get them guessing, keep them guessing, and all the while gain their confinence in a service rendered of reputable merchandise, seasonably offered, and reasonably priced.

Thos. Jack and Company of Fort Willian, Ont., have adopted a novel scheme which is proving that there is a truth in the foregoing paragraphs and are reaping a harvest of good patronage and good will in in the thousands of town and district residents who are availing themselves of the opportunity to participate in

A Guessing Competition

Jack and Company are offering three splendid prizes to the three people who guess the nearest to the correct number of beans that are in a gold fish jar.

The nearest correct guesser is awarded a **Trip to Duluth, Minn.,** boat and hotel fare for five days all paid, trip to cover dates July 1st to 5th, thus affording the winner a double national holiday abroad.

The second nearest correct guesser is awarded a cash prize of $15.00.

The third nearest correct guesser is awarded a pair of shoes valued at $10.00.

To be eligible, each guesser must spend at least $1.00, and for each $1.00 spent an additional guess is allowed, only full dollar amounts counting, which has the effect of raising many sales to the next even dollar and is noticeable in the extra sale of polishes, laces, hose, etc.

Jack and Company report that from the outset of the contest which started April 3rd, 1922, interest has constantly grown and a healthy stimulus has been given to the volume of business as comparative figures with other years for the month of April are conclusively proving.

The lady who purchased recently a $14.00 Hartt "Gold Bond" was just as pleased with her guess coupons as was the wee laddie who timidly asked if he might have a guess if he bought a $1.00 pair of "runnin'" shoes, for they both got 'em and both got value for their money.

Mr. Thos. Jack

Jack and Company say that as a drawing card or window attraction the "Bean Pot" is as good as a "Sleeping Beauty" and with the assurance that neither the beans nor the guessers will get "cold" from exposure.

Entire confidence is reflected in the attitude of their patrons and less controversy is apparent, even to a nonentity, regarding goods and prices than has existed at any time in the past two years of a most difficult period of merchandising as will be vouched for by hundreds of merchants and thousands of salespeople.

Jack and Company are firm believers in goods that "talk quality" and to substantiate this theory, **of more of the better grade,** have secured for the Twin Cities of Fort William and Port Arthur the sole selling agency for "Gold Bond Shoes"—as manufactured by the Hartt Boot & Shoe Company of Fredericton, N. B.

Jack and Company have promised to acquaint the readers of "Footwear in Canada" with the names of the Best Guessers, and also record the results as they work out in the final stage of "The Free Trip to Duluth Bean Guess Contest."

The little Miss to-day wants shoes like her big sister wear. In this patent one-buckle strap, she has something that pleases her fancy and fits her foot. Above is an oxford for school or play, neat but sturdy. Shoes by Tred Rite Shoe Co.

In the women's shoes illustrated, suede and patent are given an opportunity to demonstrate the latest ideas in straps for fall. The cross-strap effect is particularly interesting, in that it is buttoned on one side only—a pattern which up until recently has baffled the stylists. Shoes by Owens-Elmes.

The man's oxford shown above is a Slater shoe, in brown calf, which achieves a decidedly smart appearance, through the trim lines of the last.

Mr, J. W. Jupp, (left) and Mr. Warren T. Fegan, (right) of Toronto, have sailed for Europe, on a three months' holiday trip.

Here's One Result of Association Work

Messrs. Warren T. Fegan and J. W. Jupp, whose names are among the best known in the Canadian shoe retail trade, and who have been very prominent in connection with the work of the N. S. R. A., have set out together on a trip to England and the Continent. They will be away the best part of three months, and have passports that will admit them to any and every land in the Old World—with the exception of Russia and Ireland. Many of his confreres in the shoe game will regard it as a very significant fact that Mr. Fegan is avoiding Ireland.

Messrs. Fegan and Jupp left Toronto on July 6th for Montreal, where a meeting of the executive of the N. S. R. A. was held on the following day. They were the guests of honor at a supper given by Mr. C. R. LaSalle, and on the morning after there was quite a gathering of shoemen to bid them "bon voyage," including members of the N. S. R. A. executive, Mr. Hugh White and Mr. Alex. McLaren.

Perhaps the most interesting fact in connection with their joint holiday trip is that their first acquaintance and the close friendship which has developed is a direct result of association work. It was in helping the cause of the organization of the shoe retail trade that they were thrown closely together, and the present event may be considered as an epilogue to many association meetings and much hard labor undertaken on behalf of the N. S. R. A.

Gentlemen! This is the Russian-Boot Galosh. It is introduced into Canada and patented in this country by Mr. Geo Gales, of Montreal.

Mr. Daoust Takes Optimistic View of Conditions

"I believe conditions are improving, and will continue to improve," said Mr. Joseph Daoust, president of the Shoe Manufacturers' Association of Canada, when his opinion on the situation was asked by "Footwear." "The elimination of a number of manufacturing and wholesale concerns which were in a weak condition financially will have a helpful effect upon the rest of the industry and will make it easier for those that remain to do business. As far as our own company is concerned, we have a fair amount of immediate business on hand and expect it will continue, and increase, throughout the fall."

Prominent Leather Man Well-Known in World of Sport

Among the members of the Canadian shoe and leather industry are many who are keenly interested in sport, but perhaps the pre-eminent representative of the trade in the sporting world is Mr. Griffith B. Clarke, of A. R. Clarke & Co. Indeed it is probably not going far to say that there is no industrial leader in the country who has more generously and actively promoted the interests of Canadian sport than has "Griff" Clarke, as he is popularly known. The announcement of his marriage to Miss Lea Irving, daughter of Mr. and Mrs. W. D. Irving, Dayton, Ohio, will therefore cause widespread interest and

congratulation not only in the trade, but also in a much wider circle of "fanns" throughout Canada.

It is perhaps fitting, under the circumstances, that Mr. Clarke should this year, temporarily at least, have deserted the speed "Leopards," which have become famous all over the Great Lakes, and adopt a larger and more homelike type of craft. He is launching a new 65-foot cruiser, carrying two 300 horse power engines and equipped with every requisite of a floating home from a piano to a radio outfit.

It is only natural that Mr Clarke's sporting proclivities should be reflected in the staff of his factories. Last winter the two Clarke hockey teams won championships in local leagues without defeat —one in the Industrial League of Toronto, and the other in the Toronto Hockey League. In the Toronto Manufacturers' League this season, their base-

Mr. "Griff" Clarke

ball team is bidding fair to achieve equal success. Indeed the name "Clarke" seems to carry luck for every team with which it is associated. The Riverside Lacrosse Club and the Hillcrest Baseball Club, both of which were under the presidency of Mr. Griff Clarke, won their respective championships in the Province of Ontario, and the Argonaut Football Team, of which he was manager, are the champions of the Dominion.

Display Moves Tardy Goods

In the Robert Wilson Shoe Store, Hamilton, they had a lot of full-fitting men's oxfords which were not moving. So they decided to put them across by a good display. The oxfords were arranged on steps in the window and over them was placed a card reading as follows:

"Wilson's Temper Savers and Comfort Givers. Built to Give Comfort."

On each individual shoe was a smaller card with the price, $7.00, and some reference to their comfortable fit—"Full-fitting," "Wide-fitting," etc. Since this display arrangement was adopted, the shoes have been moving satisfactorily.

Hints for Shoe Window Trimmer

By a Professional Display Man of Wide Experience

So much has been written from time to time in the leading trade journals on the subject of window trimming that at first sight it would appear impossible to add anything to the excellent articles that have already appeared and yet there are always little ideas to be picked up from time to time that any wide-awake merchant who thoroughly appreciates the value of a well-dressed show window can put to practical use. It may be some small illustration or advertisement will give him the idea of a neat little background that will cause a passer-by to stop, and to have him once stop and look is the first step towards a sale—it may not be just at the time, probably a week or so afterwards. Still he will remember and every retailer has heard a customer come in and try and explain a certain style of shoe, or slipper, that probably has been out of the window for some days or even weeks—but you know it must have been seen at some time or other in the widow—for the show windows (as one of the directors of one of the large department stores once said) are the eyes of the store. This same firm compared show window advertising with newspaper advertising and found it equally good as the newspaper advertising. It was tested out by putting goods into the window which were on sale next day, but no newspaper advertising was used on that occasion. A week later the same goods were advertised in the papers, without being displayed in the windows, and a record showed more customers with the window showing than with the newspaper advertising.

No stronger proof could be found than this test of the value of a neatly dressed show window as a selling medium, and when I say **neatly dressed window,** that means that not only should the goods themselves be well blocked, but that there should be no dirt or dust in the corners nor the plate glass streaked and dirty from that last rain, nor a blue haze from not seeing soap and water for the last fortnight or so. The larger departmental stores here have their windows cleaned every morning both inside and out, and no doubt it pays them or they would not be paying a staff of men to do it.

Show cards also should be a neat black and white, with plain lettering, so as to be easily read from a distance, and discarded from the window as soon as they become soiled or the corners become ragged. Often cards can be retrimmed several times by laying them down face up on a piece of plate glass and making a clean cut around the edges with a sharp penknife.

In the next issue of "Footwear in Canada," we will take up the question of the proper stands to use —that is the most practical and moderate-priced stands for the average shoe merchant; also in subsequent numbers, the question of inexpensive backgrounds and flooring; trims for special occasions and holidays, with little sketches of ideas gleaned from time to time from the larger centres here and across the border.

Show Card Suggestions That Will Help Pull Business

Would cards like these provide the selling punch you want in your displays? Timely suggestions aptly presented turn prospects into customers. The originals of these cards are designed in attractive colors by an expert show card artist. It has occurred to us that we might be of assistance to those of our readers who may have difficulty in securing satisfactory service along this line. For their convenience, we have made arrangements whereby copies can be supplied at $2.00 apiece. If we can assist you, don't hesitate to write us.

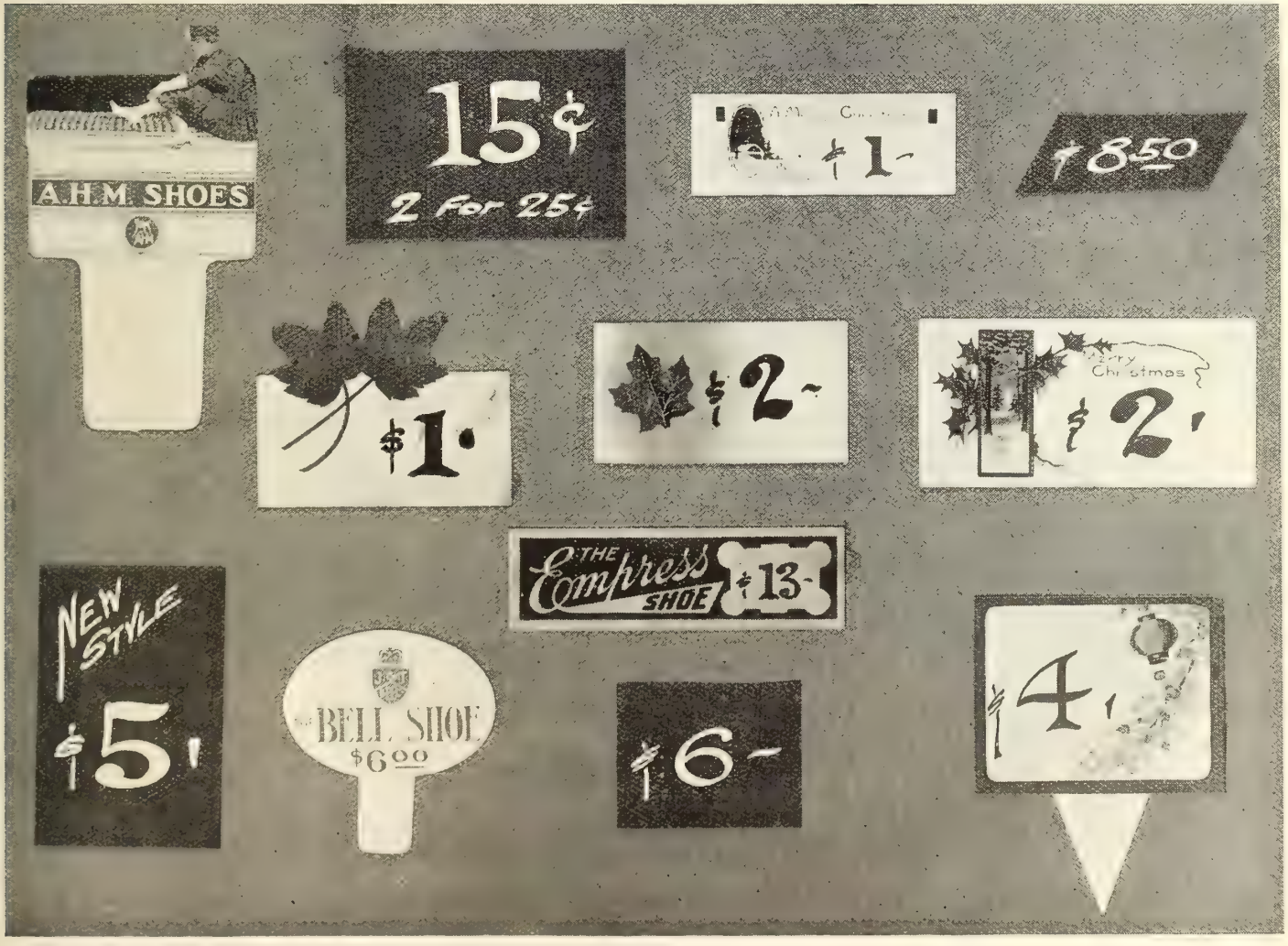
Show Card Writing—Talk No. 12

This is the twelfth of Footwear's Series of illustrated talks on modern show card writing. The author of these talks has had wide experience in show card work and his hints and suggestions have, we believe, proved, of great value to beginners in the art. Inquiries to our card-writing department will be welcomed and questions pertaining to show card work will be promptly answered. We suggest that the talks be preserved and filed together for future reference.

Price tickets are the principal worry for the card writer in the shoe store. Making a neat price ticket requires more skill than making a large window card. Card writers as a rule are inclined to overdo the decorating of these little price markers. The object of the ticket is simply to give the price with perhaps a word or two of description. Keep this in mind—the most effective window trims invariably have neat little tickets with very little in the way of decoration on them.

What might look well for use once would often present a bold cheap appearance if the same ticket were used many times in one window. As a general rule black and white make the best combination. A small card about 2¼" x 1½" is a good size for a shoe window. This size in white with a small neat black figure is always good. The same size reversed with a black card and white figure is also effective. A dark card is less easily soiled and even with constant use will look well for weeks. The principal thing to remember is that the ticket is only to help sell the shoe by carrying the price, and large or gaudy price cards often detract from the shoe itself.

While simple tickets are considered best many modifications as to size and shape can be used occasionally with good effect. There is no limit as to the various shapes in which cards can be purchased or cut. Sometimes for special occasions or certain seasons of the year colors can be worked in. For the Christmas trim we have found little parcel tickets such



as sold by all stationers make a handy and tasty price card. The decoration being already on, only the work of printing the price is necessary to produce a pretty ticket. It may be in place to add that tickets such as these are only suitable while the holiday season is on; a quick change to the other tickets is best just as soon as the season is past. The accompanying cut may help to give some idea of the possibilities in simple tickets. Here are shown, also, samples of manufacturers' tickets which may be of value to the card writer in his efforts to work up something different.

Sometimes, too, simple Easter, or March 17th, decorations can be worked into the price tickets as well as the window cards. Suitable seal stickers with appropiate seasonable decoration can be found and attached to the corner of a plain ticket, leaving sufficient room for the price to be marked on. Attractive tickets are made by pasting colored paper ovals, diamonds, etc., on a foundation card of another color.

Another way to make a ticket stand out well is to draw a border line of color around the very edge of the card, about ¼ inch wide, using a flat brush. Light colors look best for this; pale yellow or green on white is good.

Some get best results by doing the ticket lettering exclusively with lettering pens. However in using the brush the principal thing to remember is to keep the strokes of an even width which is controlled by an even pressure on the brush. Use a small size brush and aim to have small neat letters rather than heavy thick ones. The effect of a window full of such tickets must be kept in mind rather than the appearance of only one.

"Fleet Foot" Week Aroused Widespread Interest

"Fleet Foot" Week was a decided success throughout the country. In Ontario alone, 281 shoe retail concerns put in special displays for the event and gave their hearty co-operation to the Canadian Consolidated Rubber Co. in every way. The company supplied window trim material, stickers, and so forth, and advertised the week very widely. They report that the results appear to have been very satisfactory to the retailers as well as to the firm.

The illustration herewith shows the special window trim used by F. J. Wright, of Strathroy, during "Fleet Foot" Week. Mr. Wright is a pioneer shoeman, and one of the most widely-known in the Canadian shoe trade. He has been at the game since the early days, but he believes in keeping up with the times, as indicated by the appearance of his store.

New Invictus Representative

Announcement has been made by Geo. A. Slater Limited of the appointment of Mr. E. E. Laberge as their representative in the Province of Quebec, outside of the City of Montreal. Mr. Laberge, who is 30 years of age, is widely known in the shoe trade, having been recently connected with the A. L. Johnson Shoe Company of Montreal, for whom he covered the Eastern Townships. Mr. Laberge comes naturally by his interest in shoe manufacturing and selling, as he is the son of the late J. A. Laberge, one of the most popular representatives of the old James McCready Shoe Company. Mr. Laberge is a live wire, with many friends in the trade, and his identification with Invictus Shoes will undoubtedely be a happy one for all concerntd.

Novelty Boots to Sell?

"Boots will sell. By this I mean novelty boots. Not novelty boots such as we had in the past, with ten-inch tops and Louis heels, but extreme novelty boots, lower than the Russian boot so called, but still carrying out to some extent that idea. I say this about these boots, because I find the style tendency to be along this line. I have sold them myself and I believe the women are ready for them. Don't misunderstand me. I am not advising you gentlemen to go out and buy your heads off on boots. If you can't get the right kind of boots, I wouldn't buy any. I believe that you can well afford to put in a few of these boots until a definite tendency develops.—Howard Stephens, of Johnson, Stephens & Shingle Shoe Co., before St. Louis Shoe Retailers Assn.

Duchaine & Perkins Open Sample Room in Toronto

Duchaine & Perkins have opened up a sample room at 604 Colonial Building, King St., W., Toronto, in charge of J. H. Moore.

Special Window Trim Used by F. J. Wright of Strathroy, Ont., during "Fleet Foot" week.

Footwear Accessories
Hosiery ~ Findings ~ Store Equipment

Make Your Findings Department Pay the Landlord

By OLIVER M. BROOKS*

Findings: There is a wealth of possibility and meaning in that simple word—when it is associated with the shoe trades. The expression as applied to the many miscellanies connected with the footwear industry is peculiar to this continent. To the English-speaking element over the rest of the world the word would mean, "a discovery of something valuable," —to find, to reveal, to unveil or record. To them, the many lines of supples that are usually associated with shoemaking, repairing and retailing stores, especially what we would call the hardware lines, are known as "Grindery."

In such places, our findings store becomes a grindery warehouse and the term "grindery," as in the case of findings, is made to cover the whole list of supplies except leather.

A Real Find for Some Shoemen

Perhaps the European interpretation of the word, "Findings,"—to find, to discover something valuable —might be aptly applied to shoe repair shop and shoe retail store supplies in this country, inasfar as some of our shoemen are concerned.

Many of them already appreciate the importance of findings and the place they take in augmenting and increasing the revenue of the business. But to many still, shoe findings would constitute a "find" in the real sense of the word—the revenue producing properties do not yet seem to be revealed to them and it will be a discovery of no mean moment when they do appreciate the margin of profit that properly handled findings will develop.

The possibilities are a live issue to both retail shoe store and repair shop. Some shops that we know do not, or will not, be "bothered" with findings, while some that we visit are "bothered" to the extent of making these lines produce most of the cold cash necessary to pay the landlord.

One ingenious shoe repairman who had not particularly valued this end of the business had allowed the privilege of displaying and selling findings "on the side" to one of his older employees in return for certain hours of necessary overtime which was done without remuneration. The end of this arrangement came suddenly when the employer found that his man was drawing more pay from findings than from the store in salary.

Indifference of Salesmen an Obstacle

The biggest obstacle to the successful sale of findings is not the difficulty of consumating the sale, but the indifference of the average store clerk to these items. We say "average" advisedly, because the clerk or salesman that, in addition to his regular routine, makes a good findings sale record is above the average and should be valued accordingly.

Various methods have been tried to overcome this indifference, from training to compulsion and the allowance of certain commissions. But, of all,proper training to a full realization of the importance of these "sundries" is the greatest factor.

In one of the oldest and most successful retail stores in the country the clerks have been educated to the point of not considering their sale of shoes complete until they have advocated properly fitting shoe trees and recommended the use of the most suitable polish or dressing for keeping those shoes in condition.

The interesting point to note is the fact that the great majority of the customers seem to actually appreciate this little extra sales effort and attention —they do not get it every place and it seems to convince them that the clerk is interested in prolonging the life of the purchase.

In the final outcome here we find two very important results. One is that the store has a reputation for selling shoes that hold their appearance and the other is that it is one of the largest, if not the largest, purchaser of high grade shoe trees in the country.

A Much-Neglected Source of Revenue

Shoe trees offer, perhaps, one of the best possibilities of increasing the revenue to the retail man who has not developed this line. The more extreme styles in footwear are the most difficult to keep in shape and the desirability of retaining their true lines brings out the advantages of using good shoe trees. Of course they must be trees that tree the shoe accurately, that properly follow the last and reform the worn article to its original lines. Such trees are easy to secure to-day—just as easy as the shoes—and with a little sales effort, educational work and demonstration sell readily.

One retail man with whom I was talking over the possibilities of trees recently remarked that he could not sell shoe trees any more although he confessed he used to sell a few. A rapid survey of the store did not seem to reveal any display of this item. So we asked where he kept 'em.

"Oh! They are down at the back there somewhere

*United Shoe Machinery Co., of Canada.

in some of those boxes," he replied. A search brought to light a few pair of old style trees that had just about as much shape as an old fashioned shoepack or a congress gaiter made for a southern darkie. They would no more fit a stylish shoe of to-day than a brick would fit a plug hat.

Just why a man who is selling stylish shoes and points with pride to their graceful lines should expect people to buy an antiquated model shoe tree is a little difficult to understand—unless it should be to that type of customer that walks into a hat shop, past all the new models, and demands something that was in vogue ten years ago. To such it might be possible, but to the great majority of the common crowd nix!

Don't Overlook These Items

Heel grip linings, heel lining repairers, heel cushions, insoles, tongue pads, buckles, fancy bows, pump straps, white and colored heel and edge enamel, ice creepers, golf studs, heel protectors, foot powder, suede powder, brushes, cleaning mitts and a host of other lines that vary according to locality, can all be shown to advantage with the chosen ranges of polishes and laces.

Show the Goods

"Shown to advantage," remember, is the way it has to be done if you expect to make sales. Putting stuff away in a drawer, or in shoe cartons nicely labelled will not sell it, although persistent repeated sales effort might. But display the items attractively and often they will sell themselves. The power of such sales suggestions as applies to small wares has been more than demonstrated by the large chains of 5, 10 and 15 cent stores.

Perhaps you are like ourselves, and like to observe the selling methods in some of the successful departmental and novelty stores in the larger centres. An opportunity to observe the merchandising methods in these places, we always regard as a pleasure, and it supplies quite a little food for thought.

How They do it in Big Stores

Recently we spent a little time in such a store in Toronto and were interested to note the number of shoe findings displayed. That the simple displaying was attractive to the purchaser was evident from the number that paused to look over the display. Sales? Yes, quite a number made their selections and had their parcels wrapped up, and the thought would persist that the sale of shoe findings outside the shoe trades is almost as large if not larger than through the shoe stores and repair shops.

There are factors other than direct sales effort and price to be considered. In the store just alluded to many lines were displayed that would net upwards of 60% gross profit and the salesgirl did not speak to many of the customers at all except an occasional, "Thank you," as she handed back the change.

The attraction lay, apparently, in the well assorted display, the fact that all the articles were priced, and the convenience with which purchasers could "look 'em over," and make their selection.

While in the shoe store identical methods are not practical, or even desirable, a well-placed display case or silent salesman with a good assortment of findings —particularly if the items are priced, will more than pay for itself.

Good window trims, including or featuring the many lines of findings and shoe accessories are one of the scarcest things to be seen in the business section of almost any city. To be sold they must be displayed.

A good business may be done in many sections in catering to the requirements of those who want leather and findings and the simple hand tools for their own use. Of course we know that many shoemen do not regard it as good business to supply these home requirements, apparently in the belief that their so doing so might be fostering home cobbling to the detriment of the trade and that refusal to supply the essentials may deter people from "home ruling."

That might work out if all the public were of the one-cylinder, occasional-sparkling type—but the great majority when they find they cannot get what they want one place simply go somewhere else to secure their requirements.

In the districts where leather and findings are not retailed by shoemen and repairers they can be purchased in practically every hardware and many general stores while in those districts where the shoemen supply the need the public seem to prefer to buy from them, with the result that the hardware stores do not find it worth while to carry these goods.

Shoe brushes are an excellent example of the condition. More shoe brushes are sold to-day by hardware stores than by all the shoe stores combined, while quite a number are sold by the departmental and mail order houses.

No! The lady's knees aren't bare—just camouflaged! She's wearing flesh-colored hosettes—a new eye-catching device which some of the more "advanced" flappers have found very effective.
(Photo, courtesy Underwear & Hosiery Review.)

Suggest Brush and Dressing When Selling Shoe

Most people would buy a shoe brush in a shoe store for preference providing of course price and other conditions were equal—and even the most extreme-visioned shoeman cannot have much objection

to people brushing their shoes often. That sale should be suggested with possible polish or dressing sales at the time of the shoe sale. But very few shoe stores have any real variety or assortment of shoe brushes and still less display them, with the result that people buy where the buying is easiest.

Do not expect the public to ask for or purchase some items the very existance of which they may be unaware. To sell findings—show 'em—show 'em repeatedly—show 'em persistently—show 'em attractively, and show 'em with the prices plainly displayed, where practical, and you will not have to sell 'em—they will sell themselves.

A Successful Demonstration of Shoe Polishes and Dressings

An interesting demonstration of Griffin polishes, dressings and dyes was staged by the Canadian Shoes-Findings-Novelty Co., in the shoe department of the Robert Simpson Co., Toronto. The accompanying illustration shows the booth at which the demonstration took place. The C.S.F.N. Co. declare that this is the first time that an effort of this kind has been made in Canada by a shoe polish manufacturer to demonstrate the qualities of various kinds of polishes and dressings and their use in taking care of shoes in the proper manner.

Mr. L. Levy, manager of the Canadian Shoe-Findings-Novelty Co., with two assistants has been personally in charge of the booth, under the supervision of the Robt. Simpson Co. His methods of demonstration are very practical. First, with a powder bag, he shows the effectiveness of this preparation in shedding water from a canvas or buckskin shoe. He explaines to the customers, however, that the use of powder is not recommended and that the liquid cleaner, Peuerwhite, which is suitable for both canvas and buckskin, is much to be preferred. Due to the fact that canvas, in its natural state, is a slight yellowish tinge, this Peuerwhite makes it even whiter than it is when it comes from the factory, he states.

A grey kid shoe is also shown, dyed black, then half bronzed after it has been dyed black, and showing the upper part still grey. It is pointed out that the dye is odorless, will not come off in water, and will not rub off.

Next the demonstrator exhibits a satin shoe, originally white, which has been dyed, in sections, eight different colors, representing but a small percentage of the selection available in the Griffin range of dyes.

Booth in the Robert Simpson Company's store, Toronto, which has been used for the demonstration of the Griffith products

which includes ninety eight shades. To what advantage these dyes may be used in making shoes match the gown or the hose does not need explanation.

A pair of black shoes which have been dyed a deep, rich black are then shown, and the restoration of shoes that have undergone the wrong kind of treatment by the use of improper dressings is demonstrated. Mr. Levy emphasizes the injury that is done in this way and declares that many shoe retailers themselves do not know the kind of shoe polishes that should be used on the different kinds of footwear.

With each package of polish sold at the booth, a pamphlet was handed out describing the right kind of dressing for the various materials used in shoes; also a cartoon showing how "Little Willie" was enabled to shine his shoes easily with a preparation that does not gum the leather, nor shellac or harden it, but protects it in every way.

Footwear Stores a Logical Medium of Hosiery Distribution---Say Manufacturers

The big hosiery manufacturers are waking up to the possibilities of the shoe store as a means of marketing their goods. One big U. S. concern has recently started a campaign which aims to place their particular brand of hosiery "in every shoe store in the country." They have gotten out literature and ad. suggestions for the use of the shoe retailer which are interesting and convincing. One of their circulars reads, in part, as follows:

"Once upon a time—in 1889, to be exact—a New York pop corn vendor bewailed the fact that too many people passed without stopping to buy pop corn.

"After deep thought, a daring idea came to him. He bought a bushel of peanuts and put them in bags that sold for a nickel. And without any additional over-head, his peanut profits enabled him to retire 15 years later and buy an automobile.

"Why Should I Let Her Go Next Door?"

"That's the question John, the shoe retailer, asked himself after a good customer had left his store. She had just bought a pair of classy wine-colored oxfords, and while the shoes were being wrapped she said: 'Now I hope I can find some silk stockings to match these nice shoes.'

"Then John (we call him John, although his name is Legion) began to think.

"Why should I let my neighbor, the department store, sell her those stockings? She was my customer first. If I had had the hose to match the shoes, I'd have made two profits instead of one.

"John had heard that lots of shoe retailers were selling hosiery. In fact, that new store further down on Main Street had shown a nice display of socks and stockings in the window just the week before. So John decided that he, too, should sell hosiery. But he went his enterprising competitor just 'one better.' Here is what he did.

Analyzing Sales Records

"John pored over his books and sales slips a long time. Finally he deduced this startling fact:

"If only three customers bought hosiery each day at the same time they bought shoes, John would make enough net profit on those hose to pay his store rent.

"Said John to himself, 'I'll not only handle hosiery, but I'll get my store known as Hosiery Headquarters of this city. I'll make hosiery profits pay my rent, and by being Hosiery Headquarters I'll get more people in here and a lot of them will buy shoes as well.'

"The first thing John did was to put in a complete line of hosiery—men's, women's and children's. Immediately he began to make more sales and more money. He found that people liked to buy hose at a shoe store—it was so convenient. He found that his clerks could show the stockings or socks and make the sale while the shoes were being wrapped and the $10 bill was being changed. So no time was lost by the clerks and no additional overhead was added. John's hosiery profits were 100% 'velvet.'

Advertises 'Hosiery Headquarters'

"Then he began to advertise his store as Hosiery Headquarters. In his advertising copy he gave a number of reasons why people should buy hosiery at his store. And they were convincing reasons—reasons that only the analytical mind would think of—reasons so sensible, so logical, that the customer immediately saw the point.

"Today, John's Hosiery Headquarters is more than twice as large and twice as profitable as it was when he started to sell hosiery.

"The big thing, however, that pleased John was this: He could give his customers a complete 'foot service.' Because he knew how to fit feet, he could show why the customer needed a certain size sock and a certain size shoe. He could match the color of the shoes he sold in a way that pleased the customer and made her glad to buy hosiery at Hosiery Headquarters. And at the same time John did not frown at the nice net profit he made from hosiery.

"What really brought people into John's store for the first time was his newspaper advertisements. What made steady customers of these first callers was a combination of first class merchandise and a really worth-while hosiery service."

The text matter of some of the special advertisements prepared by this company for their prospective dealers reads as follows:

"Do You Really Know the Size of Your Foot?"

"Did it ever occur to you that no matter how careful you may be in the selection of shoes to fit your foot, your effort is largely wasted unless you are equally careful about your stockings.

"This store is Hosiery Headquarters, where your hosiery needs are given the same careful attention that you get at your favorite store when you buy shoes.

"Hosiery Headquarters is more than a name—it means hosiery service that keeps your feet glad."

"Hosiery Headquarters Service Is Net Profit to You."

"The service that goes with every pair of hose in our hosiery department is furnished gratis. You pay no more here than you would elsewhere.

"We always have what you want when you want it at the price you want to pay and your lasting

patronage is our reward—our prices are no higher than elsewhere.

"This week we are featuring a complete line of well known brands which meets perfectly the requirements of the man who wants comfort as well as quality in his hosiery.

"Try Hosiery Headquarters' service the next time you need sox."

"Don't Be a Peacock."

"The peacock struts proudly about with his brilliant plumage displayed to the finest advantage—until he looks at his feet, then, down go his tail feathers.

"Don't be a peacock—don't spoil the effect of a hundred dollar suit, twenty dollar silk shirt, thirty dollars worth of hat and shoes by wearing ill-fitting and ill-appearing hosiery.

"If they don't fit right, the stockings will hurt your feet as much as poor fitting shoes. If they don't look well they will detract from that well dressed feeling every man should have.

"If you buy your stockings from our store—Hosiery Headquarters—you may be sure of always having well-fitting, well-appearing, long-wearing stockings."

"Ill Fitting Socks Make Even Well Fitting Shoes Hurt Your Feet."

"No matter how careful you are in selecting shoes to fit your feet, you will not get real foot comfort unless you pay equal attention to the fit of your hosiery.

"At Hosiery Headquarters we are prepared to fill your requirements with a complete line of high quality Hosiery, and in addition, offer you expert hosiery service.

"That is why our store is known as Hosiery Headquarters.

"Try us the next time you need stockings. You will surely be pleased with the results."

"You go to a Drug Store for Drugs—Why not Hosiery Headquarters for Hosiery?"

"You need only visit our hosiery department to know why our store has come to be known as Hosiery Headquarters.

"Here you will find not only a complete line of tried-and-found true brands of hosiery, but also a service which guarantees you hosiery satisfaction and foot comfort at the same time.

"You will never know how much better your feet will feel until you have tried our service.

"Well fitted hose feel better."

"Do You Buy Hosiery This Way?"

"This store is Hosiery Headquarters. If you are a patron of ours you know what hosiery service means. You know that in addition to carrying a complete line of well-fitting, durable, value-giving, well-appearing Everwear Hosiery, we also furnish a type of service that guarantees you permanent hosiery satisfaction.

"If you are not already a patron of ours, make a note to make your next hosiery purchase here at Hosiery Headquarters. You will be pleased with the results."

Easy Sellers that Please the Customer

The wide-awake retail salesman to-day does not confine himself to selling the customer merely what she asks for. He anticipates her needs. He shows her the little extra item that will add to the value and attractiveness of her purchase, some recent novelty, perhaps, that she either does not know about or had overlooked—and he aims to send her away not only satisfied, but genuinely delighted. That is how permanent and enthusiastic customers are made.

In the case of side buckles, for instance, there is an opportunity for making extra sales—and extra profits—with little effort, while pleasing the customer, and making the shoe sold appear to better advantage. It is unnecessary to point out to any observant shoeman what a touch of beauty is added to, say, a black satin shoe by the use of a handsome side buckle. It sets off the shoe, secures brightness without loudness, and gives that appearance of distinction which every woman seeks.

Hosiery Promenade Creates Big Sales

Twelve thousand pairs of stockings were sold by a store which staged a sale marked by a novel showing of hose, says the Dry Goods Economist.

The outstanding feature of the sale was its advertising through a "Promenade de Hosiery," held in one of the store's large windows the day before the sale opened. A stage was built 2 ft. above the floor of the window and a curtain dropped so as to leave a space of 22 in. above the stage floor. On the platform seven girls, selected from the store force, promenaded behind the curtain from 9 to 1 o'clock, and from 2 to 5 o'clock. Each girl wore samples of the hosiery in the sale, and the ads announcing the sale called attention to the promenade so that customers could see the hose to be offered just as they appeared in actual use. The curtain hid all of the models above the knee. During the time when the girls were out of the window forms took their place. The display attracted a great deal of attention form both men and women passers-by.

Short Skirts a Boon to the Shoeman

Never, perhaps, have feminine limbs been so glaringly obvious as to-day—clad as they are in nude, light blue, and other equally striking shades of hosiery, which the skirts do not attempt to conceal, despite Parisian forecasts. One may question the good taste of these fashions, but it has advantages from the shoe retailer's viewpoint, inasmuch as it keeps attention centred upon the lower extremities for which his merchandise is designed.

Salesmen Should Follow up Advertising

The full merchandising force of advertising will only be realized if the salespeople follow it up. It is essential that every member of the staff should know all the items that are advertised, their attractive features and the appeal they may make to various types of customers. It will often mean an extra sale if the salesman will simply refer to goods which have been advertised. "Perhaps you noticed the summer sport shoes which appeared in our advertisement yesterday—we have some exceptionally attractive new models—may I show them to you?" The spoken suggestion, added to the written suggestion, will often sell goods where either alone would fail.

Attend the Second Annual Convention

of the Ontario Federation of Shoemakers and Repairers—Hamilton, Wednesday and Thursday, July 26-27

The second Annual Convention of the Ontario Federation of Shoemakers & Repairers will be held in Hamilton on Wednesday and Thursday, July 26th and 27th.

Headquarters will be at Stroud's Hotel, on Merrick St., where the business sessions will all be held, and the Banquet in the evening, and where reservations may be made for rooms. Registration of delegates will take place at nine o'clock Wednesday morning in charge of Mr. Henderson and Mr. Miller.

The following extract from the Minutes of the Councillors meeting held on March 7th might be mentioned here.

Resolved that a Committee be appointed to register each delegate to the Convention and that each member pay a fee of $3.00, said fee entitling member to a ticket for the Banquet, a ticket to the Picnic and a badge, which admits him to all meetings of the Federation.

Business session to commence at ten o'clock for which the following program has been arranged:

PROGRAM

Wednesday, July 26th, 1922

9 A.M. Registration of Delegates.

10 A.M. President "Frank H. Revell,"
Address of Welcome to the Delegates—
Paper, The Right Way to Figure out price of Shoe Repair Work—Mr. S. Pettit, Brantford.
Discussion on same.
Address, Advantages of early closing and how to obtain it.
Adjournment.

2 P.M.
Paper, The Development of up-to-date Shoe Repairing Business—Mr. Thomas Grayson, Hamilton,
Discussion.
Address. The Importance of Keeping Accounts in connection with the Boot Making and Repairing business—Mr. A. E. Angus.
Several other matters of importance will be presented to the convention, such as the advisability of universal prices, the advantages of organization, and the betterment of all those engaged in the Shoe Repairing Business, etc.

Wednesday Evening

8 P.M. Banquet in Dining Hall, Stroud's Hotel.
A good and varied programme has been arranged and all will be well entertained, both musically and otherwise.

Thursday

10 A.M. Nomination and election of officers for the coming year.
Selection of City for next Convention.
Any other business which may be brought forward.
Adjournment.

2 P.M. Busses and autos meet at Stroud's hotel for the Dundas Driving Park. Picnic to commence at 3 o'clock.
An elaborate programme has been arranged. Races will be run off, various contests engaged in. A basball match will be a feature and refreshments will be provided.

Every Shoe Repairer in the Province that can possibly attend will be cordially welcomed. Much good will be accomplished by our getting together.

New Bobbin-Winding Device Patented by Minnedosa Repairer

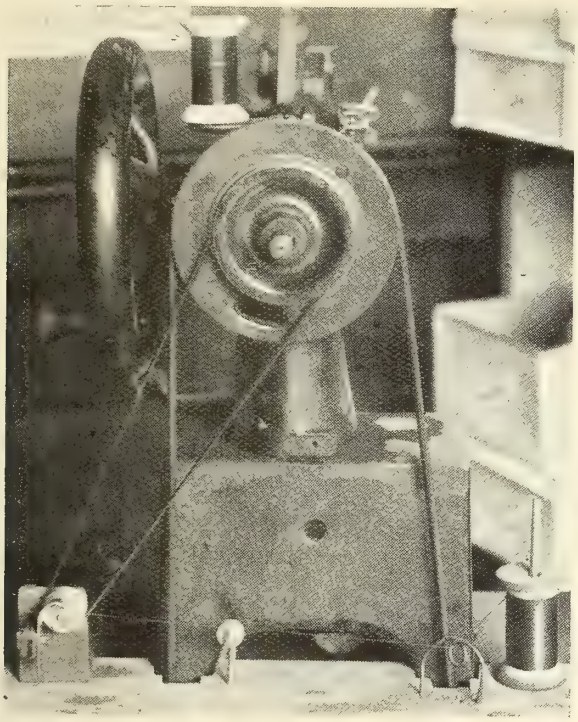
The accompanying cuts illustrate a new bobbin winding device for a shoemaker's patching machine, for which Canadian, U. S. and British patents have been taken out by P. F. Douglas, shoemaker, of Minnedosa, Man. Mr. Douglas claims that this new patent is a big improvement over the type of bobbin winder at present in use and points out its various features which should appeal to the repairer as contributing to efficiency and saving time. These are outlined below, as Mr. Douglas has described them, for the benefit of our readers.

The new device is simple in construction and is fitted upon a board ready for use at driving end of machine. The bobbin fills while the machine is working in the ordinary way and when full, the thread checks into a small slit in a plate and the strain on the thread, when checked, swings the bobbin to the shallow end of the spindle, where it remains until the operator needs a full bobbin. There is no friction and no interference and the operator can entirely forget about the apparatus, when not in use. To secure the necessary tension, an ordinary bobbin is employed, running on a spindle (as illustrated), the thread being wound around it two or three times. This bobbin slides along the spindle from side to side as it revolves, so that the bobbin on the winder is evenly filled and packed.

Bobbin filled with plate swung back to take off bobbin

Mr. Douglas believes his invention is one that will fill a long felt want in the repair shop and that it will save the repairer a great deal of trouble and tem-

per when he finds his shuttle empty. Even without the check plate, he claims it is superior to the present method of winding, eliminating the necessity of holding the spool in one's hand while filling a bobbin, and doing away with the difficulty of guiding the thread so as to pack the bobbin evenly. In using the new



Bobbin being filled, with plate over thread

device, no trouble is experienced with the thread running over the edge of the bobbin, Mr. Douglas states. It can also be used for harness-makers' or tailors' machines, using rotary shuttles, as size or width of bobbin does not matter. It will fill on the same principle.

Hints from "Shoe Repair Shop"

For the person who is particular and likes nice work, what's nicer than a fudge edge? Too many repair men neglect this on welt shoes. It takes but a moment and improves the job a great deal. There is a small bench machine for this purpose, but if you do not have one, use a hand tool. Your customer will appreciate the better work.

When fixing heels with new lifts or simply with patches, some repairers do not apply enough nails on the lifts, relying too much on the spank nails through the top lifts. This causes the under lifts to quickly spread out and thereby destroy the smoothness of the heel edge. Soft leather should not be used for heels either, for the edge will not stay smooth on account of there being a considerable amount of pressure on such a small surface.

If a little lime water is added to the tempering water it will greatly aid in making the bottom finish adhere or bite into the leather. Some finishes are obstinate in this way and the lime water will, without fail, relieve any further trouble along this line. Apply a very even coating, as it is much better than a thick coating negligently applied.

Mr. L. Burnett Enters the Business in Toronto

We are glad to have the opportunity of introducing to the repair trade, Mr. L. Burnett, son of Mr. S. Burnett, 761 Yonge St., Toronto. Mr. Burnett, Senior, needs no introduction to the repairers of any town or city in Ontario. His son, however, is a new arrival in this country, having but recently crossed the Atlantic from England. He intends going into the repair business with his father and becoming a permanent resident of Canada.

Mr. L. Burnett has had a wide and interesting experience, both as a soldier and a shoemaker. From

Mr. L. Burnett

shortly after the outbreak of the war up until June, 1921, he was in uniform. During the war years he was musketry and drill instructor with one of the British regiments, holding the rank of regimental quartermaster sergeant. In 1918, when peace was in sight, he joined the Jewish Legion, which sought the services of British N.C.O.'s and instructors. With them he went to Palestine as master shoemaker, and spent three years in various parts of Assyria and Egypt, returning to England in June of last year.

Needless to say, Mr. Burnett has repaired shoes under all sorts of conditions. At the military bases,

An army repair shop in the desert

he states, very thoroughly equipped shoe repairing plants were installed, but out in the field, a man had to make the best of it with a hobbing foot and a flat last. All the boots, during the Eastern campaign were repaired with Dri-Ped leather, (chrome-tanned), which seemed to withstand the extreme heat the most effectively.

Modern Business Methods Applied to a Shoe Repair Shop

Shoe repairing to-day must be considered not merely as a trade, but as a business. Exactly the same business principles that apply to the merchandising of shoes, or clothing or drugs, must be applied to it, if it is to be operated at a profit. The shoe repairer has to be a merchant, or a back number. There are only the two alternatives—he can take his choice. If the former, he must look on the renewing of soles and the straightening of heels, patching and stitching and the rest of it, as only half of his job, the other and more important half being the pleasing of the public, the art of making and holding customers—profitably—which of course presupposes the ability to turn out good work, but at the same time requires other equally important qualifications.

Gradually, throughout the country, shops are springing up which exemplify this new idea in shoe repairing. One of the most recent that has come to our attention is Mahaffy's, on Bay Street, Toronto. The proprietor, Mr. H. A. Mahaffy, has taken up shoe repairing, not as a trade, but as a business, and, by the proof of the pudding, the policy appears to be the right one.

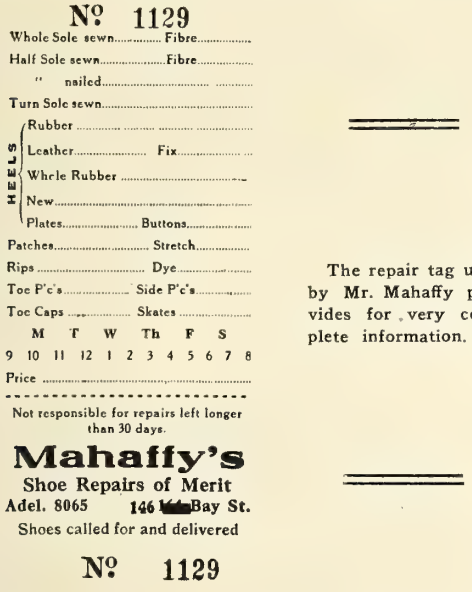
The first thing that strikes one about the Mahaffy shop is the window. "How extraordinary!" some sarcastic reader will exclaim. Not extraordinary, but, unfortunately, a bit unusual—there are so many repair shop windows that **don't** strike, one reason being that the passer-by can't see through them for dust, and another that, if he can see in, there's nothing to attract him. The Mahaffy window is kept always bright and clean and is dressed every two days. Continuously on display is an example of the shop's craftsmanship, a pair of shoes with bottoms up and a card drawing attention to them—"Just an example of our Shoe Repairs of Merit." "Shoe Repairs of Merit," it may be mentioned in passing, is the registered slogan of the concern. Foot appliances are given a prominent place, and wood heels are also shown, while a card informs the observer that, "we repair broken wood heels." Another card states, "we reline heels of shoes for 65 cents," and the linings are shown alongside. All the cards used are very neatly lettered and give life and selling punch to the display. There is one emphasizing the convenience and rapidity of waiting service, "Waiting service—rubber heels, 10 minutes; leather heels, 10 minutes; half soles, 20 minutes; through soles, 30 minutes." Another states, "Mahaffy calls for and delivers your shoe repairs—waiting service if you wish."

The window is small, but with its neatness, its clear, clean glass, its spotless oak floor, its continued variation of display, and its little messengers, making their silent appeal, always urging the reasons why the passer-by should deal in Mahaffy's and the special services he can secure there, it exerts real pulling power.

When you have seen the window, you know a great deal about the business—which is as it should be. The waiting service is a feature, as pointed out, and

The waiting room is a feature of the new Mahaffy shoe store in Toronto. Note the leather slippers and the show case of foot appliances.

amounts to as much as sixty per cent. of the business done. The store being located near the Bay and Adelaide corner, which is a busy down-town centre, development along this line was naturally to be expected. Mr. Mahaffy anticipated it and made special provision for it. At the rear of the shop, he has one of the finest waiting rooms we have seen. It is comfortably furnished with windsor chairs, and clean leather slippers are supplied for the customers' use, while his shoes are being attended to. The walls are attractively papered and good lighting is provided by semi-indirect Brassco electric fixtures, giving a bright, cheerful effect. The waiting customer is supplied with reading material, but the opportunity for making favorable impressions upon him about the business, and inducing him to further purchases, is



The repair tag used by Mr. Mahaffy provides for very complete information.

not overlooked. On the wall is a large hanging showcase, with a complete and attractive display of Scholl foot appliances, and cards are posted drawing attention to the service offered in this connection—"We are qualified specialists in foot troubles; our advice costs you nothing"—"If you have foot troubles, we will be pleased to advise you free of charge"—"We have a qualified practipedist in charge of our foot trouble department." Mr. Mahaffy, who is a graduate practipedist, attends to this end of the business himself, and reports that it is proving a really profitable side-line—though the location does not appear favorable to a large sale of a general line of findings.

The repairing of broken wood heels, which is featured in the window, is a service for which there is a brisk demand. A very large percentage of women's shoes to-day have heels of this type, and in the case of the higher and more slender varieties, it is not a difficult matter to come to grief between the bars of a grating, or the slats of a street car floor, or on a sidewalk window in which the glass prisms are worn away. The quantity of this kind of work that is brought to Mahaffy's is quite considerable. A stock of all shapes of wood heels is carried and they are covered in the shop with the matching materials, as required, except in the case of patent, the heels in this instance being bought with the material already applied.

Mr. Mahaffy has his own idea on advertising—and they are good ones. Blotters are one medium he uses extensively, distributing them to the down-town offices. Various advertising messages are printed on the upper side of these blotters. One of them is reproduced herewith. It will be noted that something new in the way of a waiting and delivery service is offered. The firm state they will call at the office for the customer's shoes, take along a pair of slippers for him to use meanwhile, and bring back the repaired article in the shortest possible time. This is rather an innovation, but it sounds like a proposition that has considerable possibilities. How many people are there who most often think of having their shoes repaired just when they are out of reach of a repair shop. If they could have them repaired at the time it enters their mind, they would do so, but, as they think about it at the wrong time, they put it off, and off, and finally buy a new pair. Through Mahaffy's

Mahaffy's Window Trim is changed every two days

advertising, however, a man will have a blotter before him reminding him that he can have repairs made any time during the business day, without inconvenience to himself.

As a means of keeping the firm's name before customers who visit the store, folding pocket polishing pads are handed out. Neat little cards are also distributed, headed, "Two good places to go—Mahaffy's for shoe repairs, and Island Stadium." Then follows a list of the Toronto Baseball Club's home games. This card is very likely to be kept for reference by anyone interested in sport, and every time it is referred to, it will at the same time serve as a reminder that Mahaffy's is a good place to go for shoe repairs.

It's Up to You — —

We will do our part

When you need shoe repairs, remember the work can be done while you're at business. We'll send you a clean, good-looking pair of leather slippers to wear until your own shoes are returned. All work executed by experts in the shortest possible time. Take advantage of the superior service.

Shoe Repairs Called for and Delivered. Leather Slippers Supplied.

Phone: Adelaide 8065

Mahaffy's

146 Bay Street
(Opposite Bay Street Fire Hall)

Type of blotter used by Mahaffy's for advertising.

Where the Machine Wins Out

Watch a shoe repairer sewing on a pair of half soles or long soles by hand and one gets a good idea of the great waste of time that is involved in too closely sticking to old methods. The average time in sewing on half soles with a reasonably good hand stitch would be about fifteen minutes. To sew the pair would take half an hour, and when we consider that a good machine for that work will sew a pair of full soles in about one minute with a smaller, finer and tighter stitch than is possible by hand, giving a greater tensile strength to the inch, we begin to realize the great saving that is effected for the shoemaker by the machine method.

All this goes to prove that the repairing of shoes will be done on a large scale in the near future in this country. Perhaps it will be said that some of the small shops cannot afford to operate machines because there is not enough work to pay for them and in that case the question might well be raised as to whether there is enough work or profit to recompense the proprietor for spending his life in a business that is only going to provide a pittance for a living.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

The Ault Shoe Co., Ltd., Ottawa, has been granted letters patent of incorporation.

Work is going forward on an addition to the tannery of Wickett & Craig, Eastern Ave., Toronto.

A shoe repair store is being built at 726 Annette St., Toronto, for E. Brandon. The building will cost about $9,000.

Fulton's shoe store, Sudbury, Ont., one of the finest in the North Country was burned out in a big fire which recently did considerable damage in that town.

The Simcoe Tanning & Fur Dressing Co., has been dissolved.

E. Barlow, formerly of Orangeville, Ont., has started a repair business in Goderich.

Henry Ostchoff, shoe merchant, Hanover, Ont., is making a trip to Germany.

W. Greig, Arthur, Ont., has moved into his new store, where he has installed a complete line of footwear.

The shoe repair business must be looking up, or so we judge from the fact that Geo. Henley, of Cobourg, Ont., is sporting a new sedan.

R. C. Mann, of Port Hope, Ont., recently had samples of English-made shoes shipped to him.

Dick Bros., of Toronto, have opened a shoe store in Orillia, Ont.,

E. W. Smith, of St. Catharines, Ont., who has been connected with the boot and shoe business for the past thirty years, has taken over a retail shoe store at 49 Queen St., Niagara Falls, formerly owned by F. J. Habgood. The store is a long established one, having been operated in Niagara Falls for the past twenty years.

Bert Tilley, of Chas. Tilley & Son, has been spending a short vacation at Rice Lake,—with a rod. You'll hear his fish stories later.

Wm. Jarvis, of Oshawa, spent a week in Toronto recently.

T. Dalby, of Oshawa, Ont., has gone to the Old Country on a trip.

J. G. Happell, of Dunnville, Ont., has moved across the street to a new store, where he has put in a line of shoes.

Jno. Bishop, of the firm of M. B. Young, has returned from a trip in the North Country and reports business good.

Mr. Ray, of M. B. Young's, has gone on a motor trip to Chicago, taking his family along for a holiday.

J. A. Creech is on the road with the new samples of Nursery shoes and states that trade is quite good.

A new shoe store has been opened in Welland, Ont., by Mr. Robins.

Frank Tiberior, has recently opened a large store at 9 Centre St. Niagara Falls, Ont. He carries men's furnishings as well as shoes, and reports good business.

S. Badcock has recently opened a store at 115 Queen St., Niagara Falls, Ont., known as the, "Hand-made Wear-Well Leather Goods Store," where he carries on the manufacture of harness and fine leather goods, a business with which he has been connected for the last fifteen years. It is his in-

tention to branch out into the shoe business in the near future.

J. Burke, Niagara Falls, has established himself in premises at 136 St. Lawrence Ave., Niagara Falls, where he is carrying on a repair business and also retailing footwear. Mr. Burke is suffering from a broken leg at the moment, as a result of being held up by highwaymen. He put up a stiff fight and was able to drive off his attackers who made off without waiting to rob him, but he has the broken shank as a reminder of the incident. This is his second adventure of the kind.

On the morning of June 12, Mr. C. F. Tugman, for many years proprieter of the Royal Shoe Store, Yonge St., Toronto, passed away following a brief illness. The late Mr. Tugman was in his 55 year and had been a resident of Toronto for about 30 years. He was born in Fenelon Falls, Ont. His widow, Mrs. Mary Tugman, and two children survive him.

One of Toronto's oldest shoe merchants, has passed away, in the person of Jas. Weir, who had reached the ripe old age of 88 years. The late Mr. Weir was born in Moy, County Tyrone, Ireland, and came to Canada 62 years ago. For some time he resided in Trenton, Ont., and later, coming to Toronto, located first at the corner of Yonge & Charles Streets. He afterwards moved to 783 Yonge St., and ten years ago he retired.

Art. Wilson, of the Robert Wilson Shoe Store Hamilton, has been in Toronto recently on a buying trip, visiting the Corson factory.

F. W. Knowlton, of the United Shoe Machinery Co., has been enjoying a brief vacation in the Lower Provinces.

Trepanier & Co., who have recently opened o department store at 260-272 Dalhousie St., Ottawa, have a live shoe department. Mr Trepanier of Ottawa, was for years a buyer with Murphy-Gamble, Ltd.

Mr. Arnold, of the firm of Geo. Boulter, is making a two weeks' trip through Western Ontario.

Another important chapter is opened in the history of the Breithaupt family. Mr. L. O. Breithaupt, sales manager of the Breithaupt Leather Co., Kitchener, Ont., has been presented with a son. The little newcomer arrived on Sunday June 25. Both he and his mother are progressing favorably.

I. Farber has purchased the retail shoe store at 91 Dalhousie St., Brantford, Ont., formerly operated by J. W. Farnden. Business is good, he states.

A new store has recently been opened on Dalhousie St., Brantford, Ont., by Messrs. Sutton & Shaw. Both of these partners are expert shoemakers with old country experience and they are doing a splendid business in footwear made to order and anatomical work which is sent in to them from all parts of the country. They have installed a complete mechanical outfit for repair work.

J. D. Jackson has opened a first class repair shop in Ingersoll, Ont., which is fully equipped mechanically, and is dotng good business. Mr. Jackson is an old country shoemaker, thoroughly trained in the old school.

A. Jacombs has established himself in the retail and repair business on Upper James St., Hamilton, and reports trade very satisfactory. Mr. Jacombs is a war veteran, and has suffered somewhat physically as result of his military experiences, but is making good progress.

C. F. Gleave, a shoemaker of wide experience who has recently arrived in Canada is operating a repair store on Upper James St., Hamilton, and reports business good. He hopes to extend and install new machinery shortly.

Frank Goodchild, shoe repairer, 440 King St., W., Hamilton, recently suffered fire loss to the extent of about $500.

J. W. Whitby, Proprietor of the New Method Repair Shop, London, Ont., has moved into more up-to-date and commodious quarters at 218 Horton St. Trade is improving with him, and he looks forward to making further extensions later.

H. Warner, a shoeman of 25 years experience, has recently opened an attractive store at 149 Wallace Ave., Toronto, where he is carrying on a retail and repair business. Slight alterations are to be made to the interior.

J. W. Whitby, of London, Ont., has moved his repair business from 60½ Dundas St., to 218 Horton St., where he has an excellent stand. He carries on a tabacco and confectionary business in addition to the repairs.

R. G. Smith, Dauphin, Man., has recently gone into the shoe business. He formerly devoted himself to the manufacture of saddlery and harness, which he still continues.

Frank A Williams, of the Tred-Rite Shoe Co., has set out on a trip to the Coast Mr. Williams states that Tred-Rite shoes have been meeting with widespread approval and during his trip he hopes to concolidate connections throughout the West.

C. Forget, of St. Hyacinthe, Que., who was formerly in the employ of the Victoria Shoe Co., hos opened a retail Shoe store at 212 Cascades St.

R. Barrett has recently opened a store at 719 Saskatchewan Ave., Portage La Prairie, Man., where he carries on a shoe repair and harness making business. He is installing a new finishing machine.

A. J. Line has established a live repair business at 86½ York St., St. Catherines, Ont.,

S. Weeks, one of the old-time shoemakers who has been at the trade for forty years, has opened a repair store at 10 Pleasant Ave., St. Catharines, Ont., with complete modern equipment.

W. McCance, shoe repairer, King St., St. Catharines, Ont., has recently installed a complete new repair outfit.

A. H. Dainty, who is known to the repair trade as President of the St. Catharines local association, has changed his place of business to 47 King St., where he has unusually large premises, very fully equipped.

L. W. Louis, Who has an attracive shoe store at 635 Ferry St., Niagara Falls, Ont., with modern repair shop at rear, is anxious to dispose of the latter or take in a partner with knowledge of repair business.

Notes from the Maritimes

Certain errors inadvertently crept into correspondence from the Maritimes printed in the last issue of "Footwear." Reference was made to the John Palmer Company as exclusive manufacturers of shoe packs. It is well known, of course, that, in addition to this line, the company produces solid leather work boots, farm shoes and sporting boots. We were also in error in mentioning a connection between the John Palmer Company and the Hartt Boot & Shoe Co. The late John Palmer, founder of the John Palmer Company, which was established in 1877, was also one of the founders and, for a time, president and general manager of the Hartt Boot & Shoe Co., but—we are advised—Mr. John D. Palmer, the present head of the Hartt concern, has no interest in the John Palmer Company.

Wiezel Bros., one of the most prominent shoe retail firms east of Montreal, send us the following information in

correction of an item that appeared in the June issue of "Footwear:"

It is about thirteen or fourteen years since Wiezel Bros. commenced operations in St. John, N. B., the members of the firm being Messrs. Joseph and Herman Wiezel. (The former reference to Jacob Wiezel was in error—there is no one of that name connected with the firm.) When they first opened up, they carried on a general store business—but, the firm state, they never made any house to house canvas for trade as referred to in the previous article. After about three years' operations they bought a building, where they established themselves, putting in a complete stock of shoes. They also leased an adjoining store, in which they carried men's clothing, furnishings, etc. The firm have another store, which was opened some three and a half years ago, in the city of Halifax, on Barrington Street. This store has recently been enlarged considerably and it is the intention to install a new store front in the very near future, which will make the premises one of the most up-to-date and attractive occupied by any retail shoe concern east of Montreal.

The St. John store dropped its furnishings and clothing line five years ago, and has since been devoted exclusively to the shoe business. It has a staff of ten salesmen and saleslades, exclusive of the proprietor, and the business enjoyed is such that it keeps every member hustling to handle it. The store is thoroughly modern in its equipment (the stock is not carried on racks, as mentioned in the former article). For special displays of short lines, bargain bins are used situated in different parts of the store.

Mr. Herman Wiezel manages the Halifax business, while Mr. Joseph Wiezel divides his attention between both establishments. The two stores are incorporated under different charters—the St. John store under the laws of New Brunswick and the Halifax store under the laws of Nova Scotia.

London, Ont., Correspondence

London, Ont; Better business all around, with a much freer placing of orders than has obtained for many months, is reported by local manufacturers. This is perhaps only a reflection of the splendid business retailers have been doing, and the necessity many of them have been under, of sending in numerous repeat orders. So much has this been the case that many retailers have apparently decided that it is better business now to place larger orders than formerly, except in the case of women's shoes.

Buying Carefully

Very few local retailers are stocking women's shoes in any large quantity for the simple reason they say that like millinery, the styles change so fast that it would be unwise to buy heavily in any lines. The action of manufacturers in changing styles in women's shoes so rapidly is giving retailers food for earnest thought and many of them are to some extent worried over the situation. It is likely that a meeting will be called to discuss the matter and some recommendations sent to manufacturers urging them to go a little slow on making so many changes and introducing so many styles.

Business is Good

The general situation as far as retailers are concerned may be summed up in the opinion expressed by W. J. Ashplant, of Hubert Ashplant & Sons.

"I see nothing in the future to warrant any apprehension," he said. "Business has been excellent and our turnover very satisfactory in every way. Seasonable lines have been moving well and there is every indication that there will be plenty of good business in the coming months. Farmers are buying well and the city trade has been active. With good crops throughtout the country and the steady absorption of the men who have been unemployed there will be an increase in buying and we are basing our future buying with the idea that business is going to be good."

Are Buying Freely

"Throughout the entire Dominion retailers are buying more freely than for some time," said Robt. B. Wanless, of Coates Burnes and Wanless. "There is an optimistic feeling apparent throughout the various provinces and trade is showing a very satisfactory improvement. I look for this to be not only maintained but to increase.

"Business has been good and the outlook is that it will continue to be even better" said Philip Pocock, president of the London Shoe Company. "Throughout the country conditions generally are much better and with good crops and thousands of the men who have been out of employment at work again, the purchasing power of the general public will be increased."

Discussing the matter of the numerous new styles in Women's shoes Mr. Pocock ventured the opinion that this is only a temporary condition.

"It is an effort of the manufacturers to stimulate business" he said "and when business is back again on a normal basis styles will again be limited."

A Retailer's View

A similar view on this matter was expressed by P. Cook, of the J. P. Cook Company.

"It surely is a difficult problem for the retailer to meet" he said, "but at that I do not think it will continue for any long time. The manufacturers are trying to boost sales and by putting out an endless variety of new styles they hope to attract the women. Apparently the women are falling for the plan. Men are not so interested; neither do they seem to want new styles. As far as women's shoes are concerned, it is a difficult matter for the retailer to tell where he is at. He dare not buy very many of any style for fear the style will change before he can turn his stock over. I think that as soon as business improves a little more the manufacturers will cut out a lot of the styles. So many styles all add to the cost and if the manufacturers want to bring down costs, and that is what everyone is trying to do these days, they should eliminate a great many of the lines they are constantly bringing out."

Speaking of business conditions generally, Mr. Cook stated that his turnover has been very satisfactory, seasonable lines all moving actively. The firm has been doing an excellent trade in sport shoes all through the season, the demand being perhaps the most active in years. Mr. Cook stated that he is expecting business to steadily improve and believes that this fall and winter will see excellent trade all over the country.

Notes from Western Ontario

H. L. Harrison, who for many years has conducted a boot and shoe store in Fergus, Ont., has sold out to T. J. Simpson.

F. Hodson, solo cornet player in the G.W.V.A. band at Brantford has moved to Waterford, Ont., and opened a general shoe repairing shop. Mr. Hodson spent four years in France and wears the Military Medal and the 1914 Star.

H. Watts, and T. Krete, have opened a shoe repair shop and shoe shine parlor at Walpole Island in premises adjoining the Empire Hotel.

O. E. Carle, of Alymer, Ont., has disposed of his busi-

ness to Paterson Bros., and is returning to Tillsonburg where he will join his father in the shoe business.

G. F. Grosch, of Milverton, Ont., has opened up a thoroughly up-to-date shoe repair shop equipped with the latest machinery on Main St.

Richard Thorne, of Thorne Bros., Mitchell, Ont., is spending the summer in England revisiting the scenes of his boyhood days.

Harry W. Thomas, of St. Thomas, Ont., for some time past with the Talbot Shoe Company, has purchased the shoe repair business of T. T. Davis at 101 Ross St.

A. G. Marshall, traveller for Sterling Bros., London, Ont., has returned after a three months trip through the West and is spending his holidays at his home in Mitchell, Ont.

Fred Foster has purchased the business of W. Porter at Caledonia.

At the Grand International Trap Shooting Tournament in St. Thomas recently Sam. G. Vance, of Tillsonburg, Ont., fully maintained his reputation as perhaps the best shot in America by winning the prize for the grand average for the entire shoot, making a score of 485 out of a possible of 500. He also won the Grand International Handicap. Mr. Vance was a member of the Canadian team which went to Antwerp last year in connection with the Olympic games.

Doings of the Trade in Winnipeg

J. J. Kilgour, of the Kilgour Rimer Co. Ltd., Winnipeg, has just returned from the East, having been in the Eastern markets for two weeks. He has just completed a deal with the T. H. Reider Estate, whereby he takes over all the common stock held by them, and which gives Mr. Kilgour ninety five per cent. of all the stock, both common and preferred. At the last shareholders meeting J. J. Kilgour was elected president, and George Millar, sec.-treas.

C. S. MacAdam, footwear sales dept of the Dominion Rubber System (Manitoba) Limited, was married on June 1st to Miss Mary Barnes, daughter of Mr. Geo. Barnes of Evanson Street, Winnipeg. The marriage took place at St. Andrews Church, Winnipeg.

J. A. Connor, Director in charge of Sales, and W. Binmore, Treas. of the Consolidated Rubber Co. Ltd., Montreal, spent a few days in Winnipeg recently on their way east from the Pacific Coast, they report business as very good, and both feel optimistic for the fall trade.

L. R. Keyes, in charge of Footwear stocks from Fort William to Vancouver for the Dominion Rubber System (Manitoba) Limited, has just returned from a trip to the Pacific Coast, and reports business as improving. With every one in the West feeling optimistic, he says that conditions generally are considerably better than this time last year. The crop throughout the West is splendid, especially in Southern Alberta, which section of the West has suffered poor crops for the past five years or so.

W. G. Simpson, Brandon Branch manager of the Dominion Rubber System, Ltd., was married on the 22nd June at St. Marys Rectory, Winnipeg, to Miss Wight. Mr. & Mrs. Simpson are spending their honeymoon at the Company's cottage at Ponemah Beach.

L. J. Mulhall, late sales manager of The Ryan-Devlin Shoe Co. Ltd., 309 Portage Ave., Winnipeg, has joined the staff of the Ames-Holden McCready Ltd., Winnipeg, as city salesman. Mr. Mulhall is well known to the shoe industry, having been with the Ryan-Devlin Co., for the past twelve years. He says that fall placing in women's shoes is very good, with very little change in styles.

A. B. Rannard, vice-president of the Rannard Shoe Ltd., has gone to Detroit Lakes, Minn., where he will remain with his family until the end of july.

The Winnipeg Shoe merchants, taking them as a whole, have started the regular summer sales of whites and whites and blacks. The wet weather that has prevailed during the past few weeks has delayed the sale of these goods. The buying public are cautious, and cannot be stampeded or urged to buy, they are looking for extreme values. The merchants are making an effort to not only clean up their summer stock, but to reduce their stocks in general.

The Rannard Shoe Ltd., are having a close out sale at 273 Portage Ave., Winnipeg, which will come to a termination the latter part of July. Mr. Rannard will continue to run his other two stores.

J. J. Kilgour, who has recently returned to Winnipeg from a business trip to the East, reports that styles in men's shoes for next spring will not change much, the style of toes will be wider. Tans will predominate. But when it comes to ladies' shoes it takes a good guesser to know what to buy, but it will be pretty safe for western merchants to stick to strap slippers and oxfords. Patents will be strong in both plain and combination effects. Fall orders and immediate orders are coming in very well, but the size of the orders compared to previous years are not more than one third. This, he states, is accounted for by the fact that the buying public are still looking for lower prices. This is of course passed on to the merchant, who likewise passes it on to the wholesaler. Mr. Kilgour is quite satisfied after looking over the markets carefully that prices will be fairly staple for some time. The demand is steadily increasing, and upper and sole leather is stiffening in price, and when the rush starts this Fall, there will be a scarcity of many lines of goods. The retail merchants shelves were never lighter than they are to-day, and the wholesaler cannot, and will not, load up like previous years. At present it looks like a bumper crop, and if realized, look out for the Fall rush of business, because everybody needs goods. Therefore it looks like good business for every merchant to make a very careful study of his future wants, as when the demand comes it will be impossible to supply at a moment's notice thousands of pairs of shoes. In making this statement, Mr. Kilgour has in mind a staple shoe which is made by only four factories, and their orders at the present time only call for 23,000 pair, whereas at least one hundred thousand pair will be required to supply the West alone. This will no doubt apply to many other lines.

W. F. O'Dea, buyer for Congdon Marsh Ltd., Winnipeg, accompanied by his wife, is visiting the factories in the East, looking over new lines for the spring of 1923. He expects to return to Winnipeg about the end of July.

A. N. Douglas, manager of Congdon Marsh, Ltd., Winnipeg, reports business as being brisk in the West. Placing has been good; also immediate orders are coming in splendidly. He looks for a rush of orders in the Fall. Although the merchants have been doing a fair amount of placing, it is nothing to what it has been in previous years, but considering general conditions, Mr. Douglas is more than pleased with the share of business that his firm is getting at the present time.

WANTED—For Western Ontario, good experienced shoe traveller to represent firm on commission, manufacturing a full line of Men's, Boy's, Youths' and Gents', McKay and Standard Screwed shoes. Box 954 Footwear In Canada. 7-9

Réminiscences du Commerce de la Chaussure dans la Province de Québec

par M. Réné LaSalle
de la Maison F. X. LaSalle & Fils, Montreal

Je ne m'aviserai pas d'entrer sur un sujet ou l'expérience indispensable de nombreuses années m'est désavouée, mais je m'efforcerai cependant, avec la permission de l'aimable rédacteur du "Footwear in Canada," de comparer quelque peu le commerce d'il y a quelques années avec celui des jours actuels.

Mes ressouvenirs me portant une vingtaine d'années en arriére je revois le vieux site d'une maison d'affaires maintenant vieille de quelque trente ans.

Une simple masure ayant peu d'attrait et dont l'intérieur nè comprenait rien qui puisse flatter l'oeil du client, qui s'y rendait, non pour se procurer une chaussure afin de satisfaire sa vanté mais plutôt pour répondre à un besoin pressant de renouvellement. Dans l' aménagement, la simplicité règnait au dépend même du confort. Quelques bancs de bois, seulement, invitaient les clients à attendre qu'un commis puisse trouver, dans le méli-mélo des tabletees, chaussures à leurs pieds. Celles-ci étaient adjustées, je devrais plutôt dire enfilées tant bien que mal, sans la moindre cérémonie et par des gens possédant souvent peu d'expérience. La suggestion qui est maintenant pratiquée si efficacement était alors pratiquement nulle, et les clients n'achetaient que de leur propre initiative.

Le voile de l'insouciance petit à petit est tombé, et de cette inertie inconsciente d'autrefois est sortie, grâce à une éducation sérieuse et des efforts constants, une ingénuosité commerciale que nous a permis d'atteindre une place importante dans l'industrie du pays. En effet si nous considérons quelque peu l'immense progrès de notre commerce durant ces dernières années, nous pouvons nous glorifier, nous Canadiens-Français, d'avoir fait preuve d'une grande énergie vers notre développement intellectual, social et industriel, de manière à pouvoir maintenant rivaliser équitablement avec nos confrères anglo-saxons.

C'est ainsi que nous possédons maintenant des établissements de commerce spacieux ou le confort et la courtoisie, joints à une connaissance solide de l'industrie qui nous occupe, ont su capter l'encouragement de nos compatriotes de langue anglaise comme ceux de langue française. Quelle preuve plus tangible puis-je offrir à cet effet que la gracieuseté du "Footwear in Canada" qui nous permet ces lignes, et qui par là même fait oeuvre patriotique en unissant les deux grandes races du Canada dans un même but: "Notre force nationale."

Nous avons fait du commerce une science que nous ne devons pas négliger mais continuer à développer pour notre plus grand bien.

Est-ce une Erreur que de ce Servir d'une Pointure Uniforme dans les Chaussures d'Echantillons ?

Une suggestion intéressante concernant les pointures des chaussures d'echantillons nous est fournie par M. Harry Gibbins de Montréal. Elle mérite, nous le croyons, toute la considération des manufacturiers et des détaillants. Il déclare que c'est une erreur que de se servir d'une pointure uniforme pour toutes chaussures d'échantillons, soit pour les dames ou pour les hommes. La plupart des fabricants uniformisent sur une pointure de 4B ou de 4½B pour les dames, mais la contention de M. Gibbins est qu'une chaussure peut avantageusement paraître dans un 4B, une autre exigerait peut-être un 5A afin de faire ressortir le vrai genre de la forme. Une chaussure étroite du genre fantaisie paraîtrait mieux dans une pointure plus courte, mais pour une forme moins légère une pointure plus grande serait peut-être requise afin de faire voir les plus jolis traits de la chaussure.

En plus, M. Gibbins nous signale qu'en maintes circonstances un acheteur ne peut juger des bons mérites d'une chaussure à moins qu'il ne la voit sous plusieurs pointures, (deux pointures ou plus). Combien de fois un acheteur choisira-t-il un échantillon et, quoiqu'il lui plaise, encore semble-t-il hésiter de la prendre, car il ne peut s'imaginer, comment il paraîtrait dans les pointures plus petites ou plus larges. Cette difficulté pourrait facilement se surmonter dans quelques cas. Les manufacturiers, lorsqu'ils choisissent une forme qui les plait particulièrement, l'emploieront pour plusieurs différents patrons et combinaisons. Pourquoi, alors, ne feraient-ils pas chaque patron dans une pointure différente—afin qu'ils puissent dire à l'acheteur—"Voici un suède gris, pointure 4; ce suède avec combinaison de cuir verni est d'une pointure 4½; et ce satin noir est un 5—tous de la même forme—vous pouvez juger par vous même qu'il conserve ces lignes élégantes dans leur assortiment complet."

Nous aimerions à connaître l'opinion de nos lecteurs au sujet de l'utilité de varier les pointures des échantillons, et à nous assurer si l'opinion générale est que la variation serait utile à l'acheteur afin de juger des mérites des différentes formes.

Aux Acheteurs des Magasins de Faubourgs

M. Henri Riendeau, de la maison Ralph Bros., Montréal, donne dans l'article suivant quelques conseils très utiles aux acheteurs des faubourgs:

"La chaussure," dit-il "est une nécessité, et il est important de satisfaire toutes les classes de gens, riches comme pauvres, soit au point de vue de la mode, de leur goût, ou de leur bourse!"

"Parmi certaines classes, plusieurs apprécient les dernières nouveautés, mais comme les prix se maintiennent assez encore élevés, et que la richesse ne les favorise pas, ils sont malheureusement obligés de choisir un modèle de moins d' apparance, et passer outre. Ajoutons que Dame la Mode est si changeante et que ses goûts sont si capricieux qu'il est nécessaire d'avoir plusieurs assortiments en magasin, mais

M. Henri Riendeau

cela en petite quantité car nous risquons de perdre d'énormes sommes d'argent par le changement subit des modes.

"Les gens des faubourgs ne peuvent pas toujours payer des prix élevés et pour cela ils croient sincèrement pouvoir se procurer des chaussures dispendieuses aux prix de celles plus communes car ils ne peuvent s'imaginer que certaines

chaussures sont plus cher à cause des fantaisies dont elles sont parées.

"Il faudrait possèder par conséquent un assortiment assez considérable de chaussures supérieures et inférieures pour pouvoir satisfaire toutes les classes de gens—afin d'arriver, après avoir tant travaillé, au but si longtemps désiré, le succès. Mais, soyons tous prudents, et n'achetons pas plus que nos exigences!"

Le Département des Fournitures du Magasin Geo. G. Gales & Company

La première et la meilleure manière d'annoncer les marchandises est de les exposer. Placez-les à la vue du client et tout ce que l'oeil voit il le désire ardemment. La parole écrite et parlée entraîne des suggestions puissantes, mais c'est par la présentation actuelle de la marchandise et par la suggestion qui atteint l'esprit au moyen de l'organe optique que la majorité des ventes se font sans doute. Cela s'applique à toutes marchandises, bonnes ou mauvaises, à bon marché ou dispendieuses, aux automobiles, â l'ameublement, aux habits, aux chaussures et aux fournitures. Il se vendrait plus de fournitures dans les magasins de chaussures et dans les ateliers des réparateurs si elles étaient plus exposées. Il y a plusieurs articles qui se vendraient d'eux-mêmes et sans effort de la part du commis.

Une belle démonstration de la valeur d'une exposition attrayante, est celle du département de fournitures du magasin Geo. G. Gales & Company, Montréal. Immédiatement à l'entrée du magasin, du coté gauche, se trouve un étalage complet de fournitures qui naturellement attire l'attention du client. Il y a une grande vitrine en arrière de laquelle se trouve une garniture fixée au mur qui rend l'exposition plus attrayante. L'intérieur de la vitrine est muni d'une garniture de bois avec des rayons éloignés, comme des marches d'escalier, ce qui permet d'exposer la plus grande variété possible de marchandises dans l'espace disponible.

Il y a un grand assortiment de fournitures—lacets, cirages, formes de chaussures, appareils pour les pieds, et diverses spécialités attrayantes et de nouveautés. Une dame est continuellement présente et a la responsabilité de voir à ce que tout soit bien rangé et séduisant ét doit s'assurer que la réserve ne diminue pas. Le gérant du magasin, M. Caswell, déclare que le département réalise un bon bénéfice. Le placement est comparativement léger, et la réserve est renouvelée sept ou huit fois par année.

Il a été constaté qu'il serait avantageux d'étaler les nouveautés utiles dès leur apparition. Comme exemple, un petit article de poche pour le cirage, se pliant, et se détaillant à 25 sous a été placé en saillie audessus de la vitrine depuis les quelques dernières semaines, et la moyenne des ventes a été de 12 par jour. Les formes pour les chaussures sont en grande demande. Cette maison possède une forme spéciale pour les chaussures, elle est de deux dimensions et peut convenir à toutes les chaussures vendues par cette firme. Toutes les meilleures marques de cirages sont aussi en leur possession. A l'heure actuelle il y a une grande vente d'attirails pour le cirage à cause du commerce qu'amène l'été et les vacances. Parmi les appareils des pieds, le réduiseur d'oignons est l'un des item les plus attrayants, tandis que parmi le plus dispendieux se trouve le support de soie élastique pour l'arc.

Il n'y a aucun journal qui annonce spécialement pour ce département de fournitures. La gérance s'est fiée à son emplacement distingué pour attirer l'attention du public et cette politique a été couronnée de succés.

Celui qui est satisfait des choses telles quelles sont ne les rendra jamais meilleures.

Echos de la St. Jean Baptiste à Toronto

Les canadiens-français de Toronto s'unissent et célèbrent leur fête nationale, la Saint Jean Baptiste, au High Park. Plus de 500 personnes participèrent à cette fête et toute la journée fut consacrée à des manifestations patriotiques, religieuses et sportives. M. l'abbé Georges Cabana prononça le discours de circonstances et fut chaleureusement applaudi, et M Lionel Théoret porta la parole au banquet qui termina la fête au Carls-Rite. Ce joyeux diner, accompagné de chants patriotiques, fut présidé par le R. P. Lamarche, curé et fondateur de l'église du Sacré Coeur, et dont on célébra en même temps le 35e anniversaire de sa fondation. Mentionnons avec plaisir que le succès de cette fête en revient à l'organisateur principal, M. Lionel Théoret, Secrétaire de l'Association des Manufacturiers de Chaussures du Canada et de l'Association des Marchands de Chaussures en Gros du Canada, dont le zèle pour la cause canadienne-française est si apprécié de tous.

L'Avantage d'une Liste Exacte d'Adresses

Avez-vous une réelle et exacte liste d'adresses—une liste dont vous pouvez vous servir avec la ferme conviction que vous ne gaspillez aucuns timbres-poste. Il y a plusieurs manières d'en faire une, mais la meilleure, d'après l'expérience de M. Chas. Levinson, du magasin de chaussures Levinson à Hamilton, est de prendre le nom et l'adresse de chaque client qui entre au magasin. Les commis vendeurs sont priés d'indiquer sur la feuille de vente le nom et l'adresse de la personne, ainsi que le numéro de la réserve et le prix de la chaussure et l'information contenue sur la feuille précitée est enrégistrée sur une carte spéciale. Nonseulement l'enrégistrement des personnes est conservé, mais aussi le genre et le prix sont inscrits.

Cependant, c'est une affaire que d'avoir une liste d'adresses et c'est une autre affaire que de l'utiliser avec le meilleur avantage. La méthode de M. Levinson nous semble particulièrement efficace. Trois ou quatre jours après qu'un client a fait l'achat d'une paire de chaussures, la lettre suivante lui est envoyée:

"Nous avons tous apprécié votre visite d'il y a quelques jours. Nous somes intéressés de savoir si tout est en ordre.

"Nous ne pouvons réussir sans vous plaire—et, d'ailleurs, vous devriez avoir satisfaction. Veuillez nous aviser de toute faute, s'il y en a? Nous apprécions toute critique franche et nous sommes toujours prets à vous dédommager."

"Nous vous remercions, etc."

Cette lettre est éclatante. Elle ne peut que créer une bonne impression, particulièrement a cause du fait qu'elle est endossée par une garantie absolue de satisfaction. Toute plainte faite par un client quelconque recevra toujours une attention immèdiate. Il peut se procurer une nouvelle paire de chaussures ou recevoir un remboursement, à son choix, si l' achat qu'il fait n'est pas satisfaisant.

Après un délai de huit mois, si un client n'est pas revenu sur ces entrefaites, il (elle) reçoit une seconde lettre dont voici la teneur:

"Nous n'avons pas eu le plaisir de vous servir depuis quelque temps. S'il y a quelque mécontentement ou si vous n'avez pas été satisfait nous aimerions à le savoir.

"Veuillez vous rappeler que toujours nous intéressons à nos chaussures tandis que vous les portez, parceque nous voulons que les chaussures que vous achetez de nous vous conviennent en tout temps et vous rendent le service et la satisfaction que nous vous garantissons.

"Comme bientôt vous désirerez problement faire l'achat de nouvelles chaussures, veuillez alors prendre note que notre garantie de service et de satisfaction complète ne s'applique

pas seulement à une transaction, mais à tous les achats que vous faites ici.

"Espérant avoir le plaisir de vour servir encore sous peu, nous demeurons, etc., etc."

Il nous semble que ce genre d'annonce directe obtiendra de bons résultats. Elle parvient au client vers le temps ou il devrait faire l'achat d'une nouvelle paire de chaussures, et peut-être aussi juste au moment où il pensait faire cet achat. Cet appel lui garanti une satisfaction complète pour chaque paire de chaussures achetée chez Levinson et dans plus d'un cas il arrive même que la prochaine paire de chaussures est achetée du même endroit.

Si après cette lettre aucune réponse n'est rendue, la carte est mise de coté afin que la liste ne devienne trop encombrée.

Méthodes Commerciales Modernes Employées dans l'Atelier d'un Réparateur de Chaussures

Aujourd' hui, la réparation de la chaussure ne doit pas simplement être considérée comme un métier, mais comme un commerce. Les mêmes principes d'affaires qui s'appliquent aù commerce de la chaussure, ou des vêtements ou des drogues, doivent s'appliquer à elle aussi, si elle doit porter profit. Le réparateur de la chaussure doit être un marchand, ou un arrièré. Il n'y a que deux alternatives—il peut en faire son choix. Dans le premier cas, il doit voir au renouvellement des semelles et au redressement des talons, au rapièçetage et à la couture et à tout le reste, comme étant simplement une partie de son travail; l'autre partie la plus importante ètant de plaire au public, l'art d'avoir et de conserver des clients—avantageusement—ce qui en effet présuppose l'habileté de faire un bon travail, mais qui requière en même temps d'autres qualifications également importantes.

Peu à peu, des ateliers surgissent par tout le pays, ce qui donne un exemple de cette nouvelle idée dans la réparation de la chaussure. Un des plus récents steliers qui ait attiré notre attention a été celui de Mahaffy's, rue Bay, Toronto. Le propriétaire, M. H. A. Mahaffy, s'occupe de la réparation de chaussures, non pas comme un métier, mais comme un commerce, et, par la preuve de ce poudingue, la politique semble être la meilleure.

Une Montre Qui Attire l'Attention

La vitrine de l'atelier Mahaffy est la première chose qui attire l'attention. C'est extraordinaire: un lecteur sarcastique s' écrirait "Non pas extraordinaire, mais malheureusement un peu rare"— il y a tant de vitrines d'ateliers de réparateurs qui ne frappent pas, une des principales raisons est que le passant ne peut voir à travers la poussière, et une autre est que, s'il peut voir, il n'y a rien qui l'attire. La vitrine de Mahaffy est toujours tenue propre et bien éclairée et est parée tous les deux jours. Il y a continûment une chaussure bien réparée, exposée les semelles audessus ainsi qu'une carte où se lit: "Un simple échantillon du mérite de notre réparation de chaussures." Nous pourrions ajoyter tout en passant, que la devise de cette maison est, "Réparations de chaussures de Mérite." Les appareils pour les pieds occupent une place prominente, et des talons de bois sont aussi exposés, tandis qu'une carte avertit l'observateur que "nous réparons les talons de bois brisés." Sur une autre carte se lit: "nous redoublons les talons des chaussures pour 65 sous," et les doublures sont exposées, à côté. Toutes les cartes utilisées sont soigneusement écrites et donnent de la vie et du bon ton à l'exposition. Il y en a une parmi qui insiste sur la convenance et la rapidité du service d'attente, "Service d' attentetalons caoutchoutés, 10 minutes, talons de cuir, 10 minutes; demisemelles, 20 minutes; semelles entières, 30 minutes." Une autre ajoute: "Mahaffy prend les chaussures à domicile et les rend réparées—service d'attente si vous le désirez."

La vitrine est petite, mais avec sa simplicité, sa glace propre et claire, son plancher de chêne immaculé, son exposition continue et variée, et ses petits messagers, faisant un appel silencieux, au passant lui expliquant toujours les raisons pourquoi il devrait aller chez Mahaffy, et les services spéciaux qu'il peut se procurer, cela exerce un pouvoir réellement attirant.

Quelque Chose De Mieux en ce Qui Concerne Une Salle d'Attente.

Lorsque vous avez vu la vitrine, vous pouvez juger du commerce—qui est ce qu'il doit être. Le service d'attente est un indice, tel que dénoté, et se monte jusqu' à 60 pour cent du commerce accusé. Le magasin étant situé près de l'angle des rues Bay et Adelaide, qui est un centre commercial, un développement dans cette branche était naturellement attendu. M. Mahaffy l'avait anticipé et avait pris ses précautions. Derrière l'atelier se trouve une des plus belles salles d'attente que nous puissions voir. Elle est confortablement meublée de chaises, et des souliers de cuir, bien propres, sont à l'usage des clients, tandis que les chaussures sont réparées. Les murs sont bien tapissés, une bonne lumière est fournie par des électroliers cuivrés et semi-indirects, donnant ainsi un effet, clair et gai. Une revue quelconque est donnée au client qui attend, mais l'occasion de lui donner des impressions favorables concernant le commerce, et de l'encourager à faire d'autres achats, n'est pas oubliée. Une large vitrine, suspendue et fixée au mur, contient un étalage complet et attrayant d'appareils de Scholl pour les pieds et des cartes sont affichées afin d'attirer l'attention au service offert à ce sujet. "Nous sommes des spécialistes qualifiés pour le mal de pied; notre conseil ne vous coûtera rien. Si vous souffrez des pieds, nous serons heureux de vour donner un avis gratis." Nous avons un praticien licencié à la tête de notre département des maladies de pieds. M. Mahaffy est un practicien gradué, s'occupe personnellement de cette section, et rapporte que cette nouvelle branche du commerce est payante quoique l'emplacement ne semble pas être très favorable pour la vente considérable d'un assortiment de fournitures en général.

La Réparation des Talons de Bois Brisés

La réparation des talons de bois brisés, telle que démontrée dans la vitrine, est un service très demandé. Aujourd 'hui une quantité des chaussures de femmes ont des talons de ce genre et dans le cas des variétés de talons les plus hauts et les plus délicats ce n'est pas difficile de causer des domages en s'accrochant sur les barreaux d'une grille, d'unplancher de tramway, ou sur un trottoir de vitre, dont les prismes de verre sont usées. La quantité de travail de ce genre qui est apporté à l'atelier Mahaffy est assez considérable. Il a une réserve de tous les genres de talons de bois et ils sont recouverts dans l'atelier même avec matières assorties, telles que requises, à l'exception du cuir verni, et dans ce cas les talons sont achetés avec la matières assorties, telles que requises, à l'exception du cuir verni, et dans ce cas les talons sont achetés avec la matière déjà appliquée.

L'Unique Idée d'Annoncer

M. Mahaffy a ses propres idées pour annoncer et elles sont bonnes! Comme moyen il se sert de papiers buvards qu'il fait distribuer dans les bureaux du bas de la ville. Plusieurs messages de publicité sont imprimés au haut de ces buvards.

L'un deux est reproduit avec ceci. Vous constaterez que quelque chose de nouveau est offert en ce qui concerne le service d'attente et de livraison. La firme déclare qu'elle passera au bureau pour prendre les chaussures des clients, lui prêtera en attendant une paire de pantoufles et lui rapportera bientôt l'article réparé. Cela semble être une innovation mais elle a l'effet d'une proposition dont les possibilités sont nombreuses. Combien de personnes songentelles à faire réparer leurs chaussures lorsqu'elles sont éloignées d'un atelier de réparations. Si elles pouvaient les faire réparer au moment ou cela leur vient à l'idée, elles le feraient, mais, comme elles n'y pensent que dans un mauvais temps, elles remettent toujours à plus tard, et finalement achètent une nouvelle paire de chaussure. Cependant, grâce à l'annonce de M. Mahaffy l'homme d'affaire aura toujours devant lui un papier buvard qui lui rappelera que ses chaussures peuvent être réparées en tout temps durant la journée et cela sans ne lui causer le moindre inconvénient.

Afin que le nom de la firme soit conservé par les clients qui rendent visite au magasin, ils donnent des tampons pour le cirage, pouvant se plier et se mettre dans la poche. De simples petites cartes portant cet en-tête sont aussi distribuées: "Deux bonnes places pour aller, chez M. Mahaffy pour la réparation de chaussures—et au stade de l'île." Puis est donnée ensuite la liste des joutes de balle-au-camp du club Toronto. Il est probable que cette carte sera conservée comme référence par tout amateur de sport, et chaque fois qu'il la consultera il se souviendra en même temps que l' atelier Mahaffy est le meilleur endroit où il pourra faire réparer ses chaussures!

Un Incident Interessant

Tout récemment, alors que le "Footwear" était dans l'atelier d'un réparateur, un incident se produisit et serva de moral au commerce qui peut-être avait besoin d'appui.

Une dame entra, c'était une personne de la classe ouvrière affable et causeuse.

"Bonsoir, M. H. . . . . Je me demande si vous ne pourriez pas faire quelquechose pour moi avec ces chaussures," disait-elle, en déposant sur le comptoir une paire de chaussures de garçons, devenues telles qu'elles auraient certainement gagner une place à la queue d'une voiture de mariés. A peine restait-il une trace des semelles extérieures et les deux talons étaient usés jusqu' à la base. La trépointe était aussi presqu' usée de part en part, et le bout sur une des chaussures était en partie découvert. Les hausses étaient couvertes de boue, et apparemment n'avaient jamais été cirées depuis leur achat.

"Et vous savez que je les ai achetées, ajouta-t-elle, il y a à peine quelques semaines. Sans doute qu'elles étaient fabriquées de matières inférieures car elles se sont usées si vite que je ne m'en suis pas apercu plus tôt. Quand était-ce, oh, il n'y a qu'un jour ou deux?" la dame contina à s'expliquer avec volubilité.

Le réparateur, un ancien écossais ayant plus de 50 ans d'expérience dans son métier, appartenait à la vieille école des cordonniers—il jeta un coup d'oeil sur les chaussures et douteusement, il secoua la tête. "C'est dommage, dit-il, "c'est dommage." Elles sont rendues un peu trop loin. Cela vous coûterait plus cher pour faire une réelle réparation qu' elles vaudraient à pein terminées.

"Alors vous ne pouvez rien leur faire?"

"Eh bien, si vous voulez débourser $1.75 je puis vous les réparer afin qu'elles vous donnent deux autres mois d'usure.

"Je crois tout de même que ce serait meilleur marché que de lui acheter une autre paire de chaussures athlétiques, alors je vous les laisse, quoiqu'elles ne devaient pas être de ce qu'il y avait de mieux, quand pensez-vous?"

"Je ne dirais pas cela", répondit le réparateur. "Les semelles n'étaient peut-être pas des meilleures, mais il y a de la réelle bonne marchandise dans les hausses et si elles m' avaient été apportées à temps il y avait encore beaucoup de bon user dans celles-ci.

Dans ce récit il y a un ou deux points qui méritent d' être portés à la connaissance de tous. Le premier est le besoin d'instruire le public consommateur afin qu'il fasse réparer ses chaussures à temps. Si le commerce des réparateurs n'entreprend pas de faire cette éducation, qui s'en chargera? Le gouvernement, les journaux quotidiens, les fabricants de chaussures? Si nous attendons assez longtemps ils l'entreprendront peut-être mais d'ici là quelques uns d'entre nous pourraient bien mourir. C'est généralement ennuyeux d'attendre à ce quelqu' autre personne fasse le travail qui évidemment devrait être fait par nous-mêmes.

En deuxième lieu, nous croyons que l'attitude du réparateur mérite d'être appréciée. Il a été tout à fait loyal envers son client—il lui a dit franchement que les chaussures ne valaient pas la peine à ce qu'elle débourse l'argent, qui réellement serait nécessaire, pour les réparer telles qu'elles devraient l'être. Néanmoins, il lui dit qu'il pouvait y ajouter deux autres mois d'usure moyennant une certaine somme, nous sommes d'avis toutefois qu'il s'est trompé en agissant ainsi quoiqu'il n'entreprenait cet ouvrage peu lucratif que pour éviter la perte d'une bonne paire de hausses.

Cependant, nous croyons que le point qui mérite surtout une mention particulière, est que le réparateur avait été juste à l'égard des personnes qui avaient fabriquées et vendues ces chaussures. Déjà nous avons été dans d'autres ateliers où des chaussures semblables avaient été apportées, mais les remarques des réparateurs étaient d'un tout autre genre. Ainsi il se disait que tout d'abord les chaussures ne valaient rien—du papier et des restes—c'est tout ce qu'on y trouvait dans les chaussures d'aujourd' hui—que c'était une vraie honte que le public soit obligé de payer du bon argent pour de pareilles marchandises, etc.

Ces critiques sont parfois méritées, mais nous craignons qu'elles soient souvent tout à fait injustifiées. Dans tous les cas, un honnête homme doit toujours être prudent avant de dénigrer soit le travail ou le service d'une autre personne. Le réparateur mentionné n'a pas encouragé les plaintes concernant la qualité des chaussures—il lui dit la vérité, c'est-à-dire, que tout le mal était dû au fait que les chaussures ne lui avaient pas été portées assez tôt, que la qualité était bien.

Il est regrettable que certains réparateurs adoptent l'attitude contraire. Non seulement elle est injuste envers les détaillants et les manufacturiers, mais elle encourage aussi l'esprit de mécontentement et les soupçons dans la pensée du public, ee qui fait tort au commerce en général—au réparateur, aussi bien qu'au détaillant.

La Désinfection des peaux Charbonneuses par les Rayons Ultra-Violets

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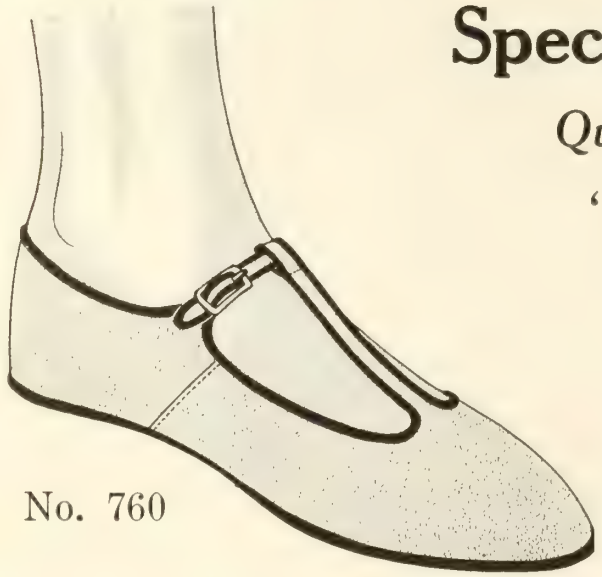

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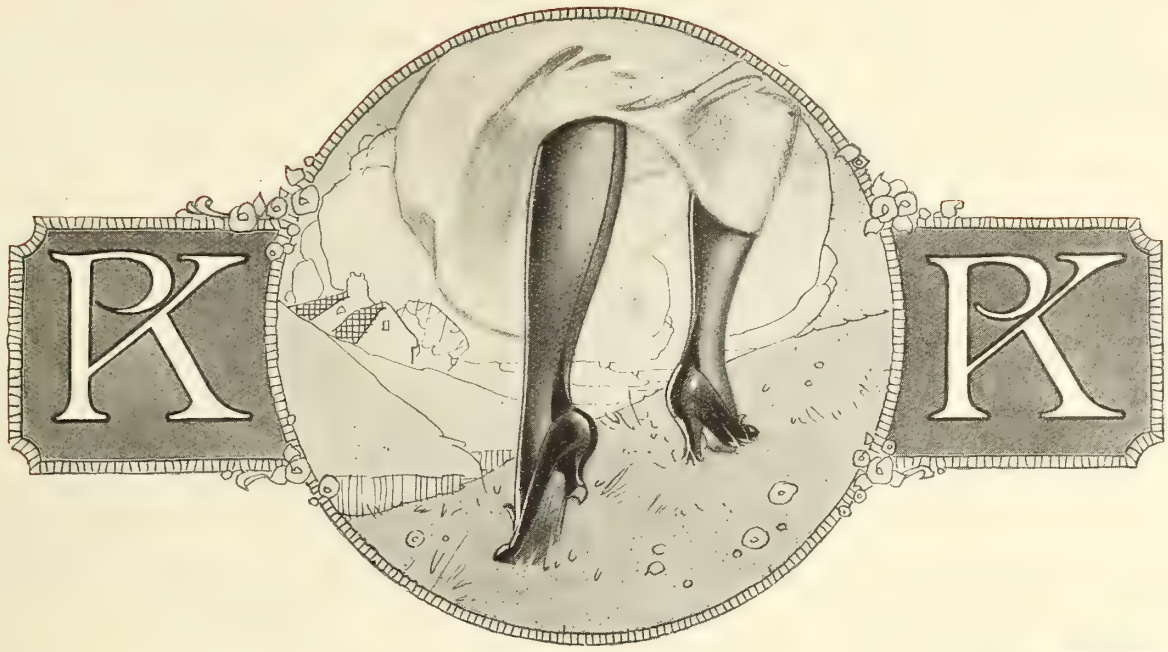

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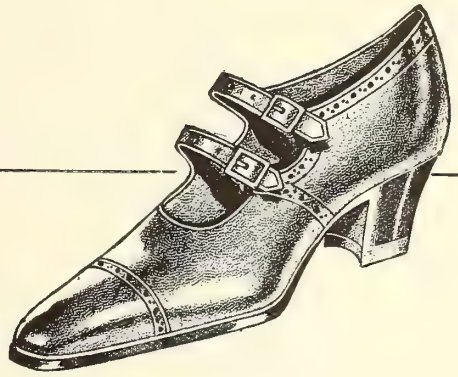
Excellent materials combined with high-class workmanship make the "La Duchesse" line a leader : : : :

Jobbers Only

"La Duchesse" Shoe Co.
Registered
MONTREAL

GOULET
for
The Shoe
The Price
The Service



Better than ever are our facilities now for backing up the jobber with the right shoe at the right price. Increased business has demanded enlarged facilities in the shape of a new and commodious manufacturing annex now in operation.

This means increased usefulness and service to our customers. It also means larger output and consequent economy in production. You can capitalize this economy by dealing with us.

O. Goulet & Sons
LIMITED
575 St. Valier St.
QUEBEC

Using a Hundred Papers Where One Would Do Better

IF you wished to reach every electrical man in every town in Canada—engineers, dealers, designers, manufacturers, central station operators; you could do so by using a hundred odd local daily and weekly papers. But if you wished to reach these same men economically and at a time when they were thinking business—not golf and home—you would use just one publication and that would be the national publication:

Electrical

Engineering Contracting **News** Merchandising Transportation

Every Two Weeks Since 1891

A Circulation of 3000 Regular Buyers

Lowest Rate per Interested Reader

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Electrical News
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Western Contractor and Builder
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Head Office: 345 West Adelaide Street

Vancouver Chicago Toronto Montreal Winnipeg

The largest publishers of technical papers in the British Empire, printing in Toronto, Winnipeg and Vancouver. Proprietors of MacLean Building Reports Limited.

New Castle Havana Brown Kid

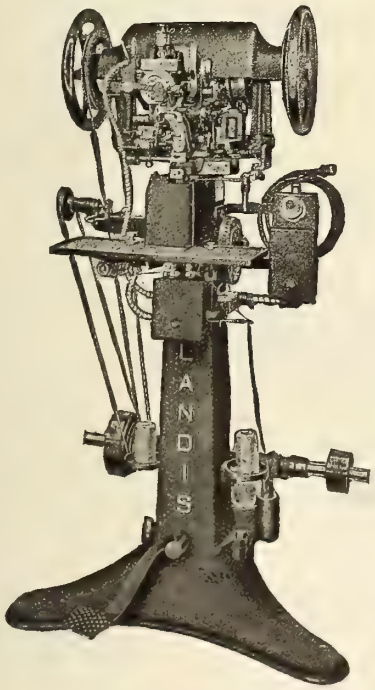
WHENEVER you are being offered Havana Brown just remember that the wonderful popularity of this shade has been traced directly to the finest Havana Brown of them all—New Castle Havana Brown.

Here you have a product that never streaks or fades in use. The color penetrates clear through the skin and stays there as long as the shoe is wearable.

It will not only be a source of satisfaction but also one of profit to incorporate New Castle in the lines that bear your name. Ask us for full particulars.

NEW CASTLE LEATHER Co., Inc. NEW YORK
Canadian Branch: 335 Craig St. W. Montreal
Factory: Wilmington, Del., U.S.A.

LANDIS NO. 12



Model D

Own Your Own

Landis Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

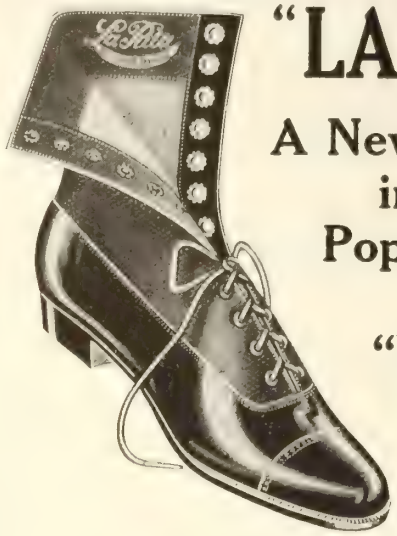
Prompt Shipments.

Canadian Representative
ROBERT J. VAN STONE
165 Queen St. Hamilton, Ont., Canada

Special inducements to immediate buyers.

Write for particulars.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.



"LA-RITA"

A New Number in this Popular Line

"Young Misses"

"La-Rita" Babies', Infants', and children's high grade stitchdowns have long been a popular line with the trade. Because of their popularity we have added a new number "Young Misses" stitchdowns which are of the same high quality.

Write us for particulars.

The Rita Shoe Co.

Limited

St. Hyacinthe Que.

Edwards & Edwards

LIMITED

TANNERS OF

SHEEPSKINS

FOR

Shoes, Gloves, Saddlery
Upholstering
Bags and Suit Cases
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Fancy and Novelty Goods
Skivers
Embossed Leathers
Etc., Etc.

Edwards & Edwards Limited

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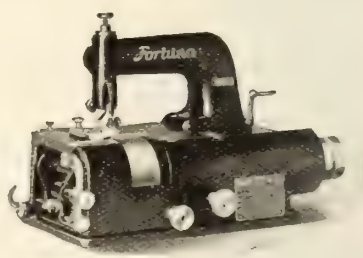
Tanneries
Woodbridge, Ont.

Quebec and Maritime Provinces Represented by
JOHN McENTYRE LTD. 28 St. Alexander St. MONTREAL, QUE.

Fortuna

Skiving Machine



For Manufacturers who Skive Leather, Felt, Cork, Rubber or Paper

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

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147-153 Waverly Place - NEW YORK

EDGE SETTING SATISFACTION

QUICK SET

THE NEW EDGE, HEEL AND BOTTOM INK

Packed in Distinctive Red and Black Lithographed Quart and Gallon Cans

IS BEING WIDELY ENDORSED BY LEADING SHOE REPAIR MEN

Permanent Colors of Unequalled Richness
Black, Brown and Oxblood

RAPID DRYING QUICK WORKING

Sets Equally Well by Hand or Machine

Ask for and Insist upon QUICK SET—Not Merely Ink

If not Already Using It—Place a Trial Order—We are Confident of Your Approval

MAIL A CARD TO OUR NEAREST OFFICE NOW

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

Main Office and Factory
MONTREAL

TORONTO
90 Adelaide Street, W.

KITCHENER
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Make Your Show Windows Pay Your Rent

A Chest Full of Interchangeable

Window Display Fixtures

For Displaying All Kinds of Merchandise
That Will Give 10 Years Service at Little Cost.
Enough Good Oak Fixtures to Fill Your Windows.

Ask for Catalog.

Shipped Thru Jobber or Direct from Hamilton, Patented and Made in Canada

The Oscar Onken Co. 5951 4th St. **Cincinnati, O.**

"Non Rip" Sandals

Humberstone "Non-Rip" Sandals are proof against ripping. Just think what it means to be able to tell your customers that. It's a strong selling point that means more sales—more profits.

Furthermore we believe they are the smartest cut, most comfortable and best wearing sandal on the market.

Order your samples for 1923 now.

They will satisfy you of the sales possibilities in "Non-Rip" Sandals.

Black
Brown
and
Tan

Humberstone Shoe Co., Ltd.

HUMBERSTONE, ONT.

Lowest Rates per Interested Reader

Where this guarantee of worth is to be found :—

Hugh C. MacLean Publications

LIMITED

345 West Adelaide St., Toronto

High Grade Indian Goods

HERE ARE SOME READY SELLERS!

SLIPPERS—Hair Seal, fur-trimmed, at $17 per dozen, fine quality. Ladies' sizes.

MOCCASINS—A good Buck Moccasin, in Ladies' sizes, at $10 per dozen.

We also manufacture Fancy Indian Leather Goods, Boudoir Slippers, Snowshoes, Sweet Hay Baskets, Canvas Canoes; Jack-Buck, Horse-Hide, Moose, Elk and Cowhide Moccasins. In slippers we have twenty-five different lines to choose from.

Ask for prices on any of these lines

BASTIEN BROS.

INDIAN LORETTE, QUE.

Agents for Ontario: Ross & Shaw, 9 Wellington St East, Toronto

For the West: Willis R. Miller, Mercantile Building, Vancouver

HOCKEY BOOTS

for the Retail Trade

Do not forget to get covered in your line of hockeys for next fall. Our experience last year prompts us to expect a bumper business.

We also carry in stock in regular leather footwear a full range of Welts, McKays, and standard screw.

SAMSON ANGUS, Limited

54 Jurors Street Montreal

Millions of Shoe Buyers

There are millions of shoe buyers who are looking for shoes stamped with the mark of the Boot and Shoe Workers' Union.

These millions are members of Labor Unions in America, banded together to help one another in every way.

If you wish to get the shoe trade of these millions you will sell union stamped shoes.

THE UNION THAT HAS AN AGREEMENT WITH MANUFACTURERS SETTLING ALL WAGE DIFFERENCES BY

BOOT & SHOE WORKERS UNION
UNION STAMP
Factory

ARBITRATION

BOOT AND SHOE WORKERS' UNION

246 SUMMER STREET **BOSTON, MASS.**

COLLIS LOVELY General President
CHAS. L. BAINE General Sec'y-Treas.

The Lincoln Paper Mills
Company, Limited

can supply
your requirements
in

GLASSINE

Super-Glazed Kraft
for Interlay

Wrapping Paper

The above are thoroughly Canadian-made products of the highest quality and at the attractive prices quoted, should appeal to every Canadian shoe manufacturer.

Will you get in touch with us ?

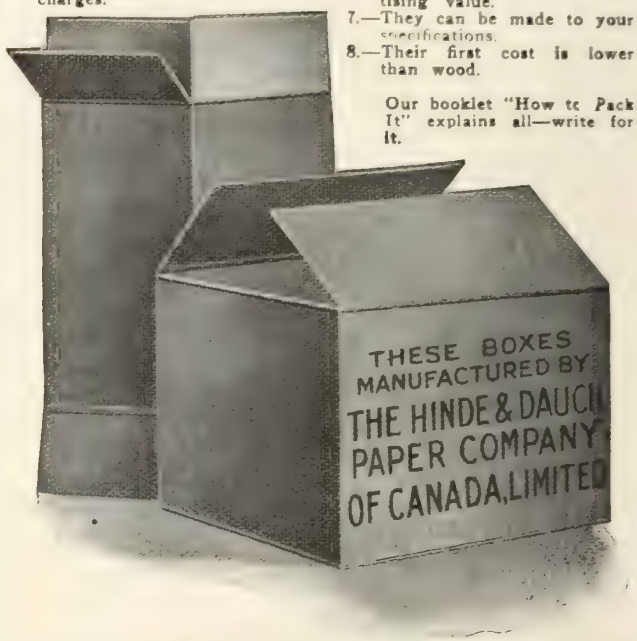
LINCOLN PAPER MILLS CO., LTD
MERRITTON ONTARIO
Branch — 112 Bay St., Toronto.

We Can Save Money for You on Your Shipping & Packing

H & D Solid Fibre Board Boxes

1.—They protect your shipment against loss from dampness and water.
2.—They are extremely light, which means low freight charges.
3.—They cannot be opened without breaking the seal.
4.—They save time in packing
5.—They save storage space.
6.—They have strong advertising value.
7.—They can be made to your specifications.
8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co. of Canada Limited
TORONTO ONTARIO

The Best and Most Durable Shoe Laces Are Made With Our

Power Shoe Lace Tipping Machines

Textile and Special Machinery
Harris-Corliss Steam Engines

Eastern Representative for
WORM GEARS AND WORM GEAR REDUCTION UNITS

The Franklin Machine Company
Engineers Founders Machinists
189 Charles Street, Providence, R.I.

The Peterboro Shoe

For MEN, BOYS, YOUTHS and LITTLE GENTS

A staple line of Footwear, prominently known for its superior workmanship, first grade materials, smartness and comfort. A Line you can stock with assurance. Write us to-day.

B. F. Ackerman, Son & Co., Limited
PETERBORO, Ont. Western Branch, REGINA, Sask.
MAKERS OF THE "PETERBORO" SHOE

Health, Comfort and Service

The "only genuine Goodyear Welt Shoe made with a Pillow Insole" can bring more business to your juvenile department than you previously thought possible.

Try it and see

Globe Shoe Limited, Terrebonne, Que.

Montreal Office, J. A. BLUTEAU, Representative
11a St. James Street

Carried in stock by Alfred Lambert, Inc., Montreal

ARC BRAND

Looking for Sales-Getters?

Try Clarke's Patent Leather

PATENT is decidedly popular just now—particularly "Clarke's".

Of course customers don't always know when they are getting "Clarke's" but you can be sure of this much—when they do get it the satisfaction it gives will bring them back the next time. If inferior patent is used it will simply drive them away.

That is the experience of retailers throughout the trade.

Tell your maker that the patent must be "Clarke's". It protects both you and your customers.

A. R. CLARKE & CO., LIMITED

MONTREAL TORONTO QUEBEC

Vol. XII No. 8 Toronto, August, 1922

Footwear in Canada

The Piccadilly

Spats for MEN

Made of **West-of-England Box Cloth** 40 ounce to the yard. This is the finest spat cloth obtainable for texture, finish and endurance. It is exclusive, and gives a distinctly refined appearance to **Double "H" Spats.**

Gaiters for WOMEN

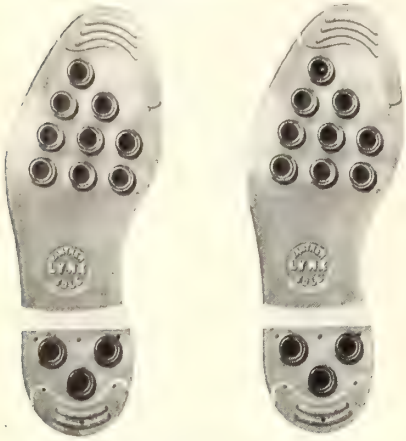
Carefully tailored in distinctive styles of the best of materials. **Double "H"** Brand gaiters for women have the same superfine guaranteed qualities as **Double "H"** Spats for men.

Manufactured by

Hall and Hodges Limited

16 St. Sacrament St. - Montreal

THREE STYLES OF
PANTHER SPORT SOLES



PANTHER SUCTION SOLE

PANTHER INSERT SOLE

PANTHER STUDDED SOLE

PANTHER
Quality Sport Soles

MAKE SPORT SHOES SMART AND SERVICEABLE

REGISTERED DESIGNS

It is the sole that makes this practical outdoors accessory the popular number it was last season and will be larger this season

Panther Soles are made in three Sport Styles, each one being the peer of its class

COLORS:

Made in Pale Pink, Chocolate, Black and Ivory White

PANTHER QUALITY SPORT SOLES GUARANTEED

To wear twice as long as leather

Officially correct for Golf, Tennis, Hiking, Yachting, etc.

Now being used by the best manufacturers

Ask your manufacturer for Panther Designs

Panther Rubber Co., Ltd.

Sherbrooke, Quebec, Canada

DESIGN REGISTERED CANADIAN PAT. OFFICE

PANTHER SUCTION SOLE

NOTE THE STANCE TOE AND HEEL SO LOVED AND DEMANDED BY GOLFERS

ARTISTIC and EXCLUSIVE Lasts and Upper Patterns worthy of the best dressed Men and Women.

Make "United Style-Service" a part of your Season's Shoemaking

United Last Co. Limited
Montreal, Que.

Toronto Sales & Pattern Shop
76 Richmond St., East
Telephone Main 4565 W

One of Canada's Great Shoe Factories

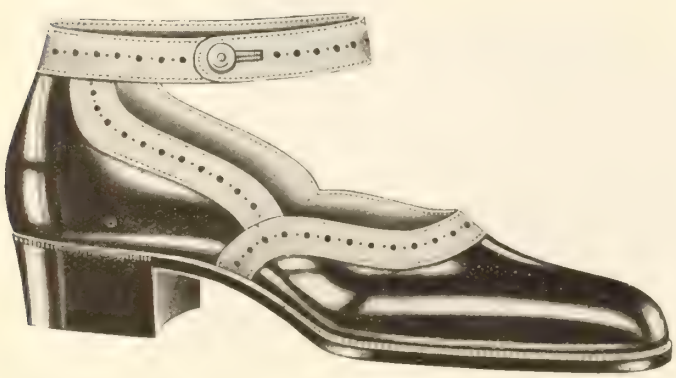
IT'S a long step from the humble beginning in Craig Street, Montreal, of thirty years ago to the immense plant shown above—the present home of Dufresne & Locke. Yet the progress made during those years gauges exactly the worth of Dufresne & Locke footwear.

The policy to make only footwear that would represent the best in materials, workmanship, style and service has been a sound one, drawing friends from every part of the Dominion who continue to sell the Dufresne & Locke lines year after year.

For the coming season some particularly happy styles have been produced. If you have not yet seen these get in touch with your jobber now or write us direct. Make Dufresne & Locke's success your success, too.

DUFRESNE & LOCKE, LIMITED, MONTREAL, P.Q.

Manufacturing turns, welts and McKays for men, women and children



Woman's Patent Ankle Strap with Grey or Beige trimming, Goodyear welt, 11/8 heel.

The Yamaska Brand
J.A.&M. Cote
ST. HYACINTHE.
CANADA.

The Outstanding Value in the Shoe World Today

Today as fifty years ago Yamaska keeps to the front by giving the greatest value per dollar. Now was this ever better illustrated than in the lines we are showing for the coming Fall and Winter? With a stock of these shoes on your shelves you need have no fear about the value your competitor across the street is giving.

They are real business getters and we believe no better value is to be found anywhere. If you would like samples just drop us a line.

La Compagnie J.A.&M. Cote
St. Hyacinthe, Quebec

This sporting bal. is obtainable in Brown and Black Elk, English Kip, Tan Grain and Pearl Ooze Split. A very strong seller wherever shown.

AIRD & SON
REG.
MONTREAL

BLACK BEAUTY

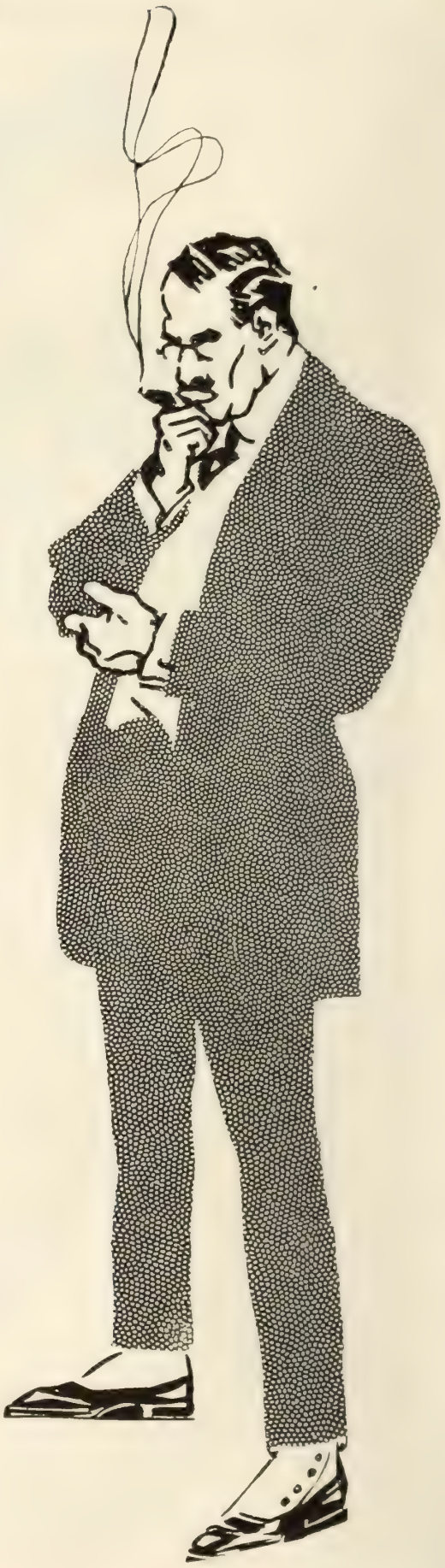
CHROME PATENT SIDES

THE ROBSON LEATHER CO. LIMITED

HIGH GRADE SIDE LEATHER

OSHAWA CANADA

Careful Buyers like dealing with Robinson



Here's the Reason

The best assortment of footwear in Canada.

Reliable Workmanship

Attractive Prices

Rush Delivery

Leather Goods
or White Goods
for
Street, Dress or Sport

James Robinson Co. Ltd.

184 McGill St. Montreal

The uniformity of Spaulding's Fibre Counters is always assured. Special machinery of our own construction gives to every counter that perfectly moulded form that hugs the last snugly and gives a trim and correctly shaped backpart to your footwear.

J. SPAULDING & SONS CO., Inc.

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NORTH ROCHESTER, N. H.

Boston Office
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PHILADELPHIA
John G. Traver & Co.
141-143 No. 4th St.

CINCINNATI
The Taylor-Poole Co.
410-412 E. 8th St.

ST. LOUIS
The Taylor-Poole Co.
1602 Locust St.

CHICAGO
J. E. D. McMechan & Co.
217 W. Lake St.

SEVEN FACTORIES
Tonawanda, N.Y. Rochester, N.H.
No. Rochester, N.H. Milton, N.H.
Townsend Harbor, Mass.

English Agents: J. Whitehead & Co., Ltd.
Leicester, England.

CANADIAN AGENTS:
International Supply Co., Kitchener Ontario, and Quebec City.
V. Champigny, Montreal.

To the Trade:

We beg to announce that our travellers will be calling upon you in the course of the next few weeks with complete samples of our regular lines, featuring New Lasts in Men's Welts and Women's McKays and also our new popular "BOULEVARD" line of Stitchdowns

Our name is our guarantee of service

DAOUST, LALONDE & CO., Ltd.

Montreal - Quebec

BRANCH: The Metropolitan Shoe Co., 91 St. Paul Street East, MONTREAL

The new Coliseum Building in which the Made-in-Canada exhibit of the Shoe Manufacturers Association and the allied trades will be held is directly north of the eastern entrance to the Exhibition grounds. It will contain many other interesting features and will undoubtedly be one of the most popular attractions at the big Fair. See page 39 for list of exhibitors with booth numbers.

Shoemen! Visit the Shoe Manufacturers' and Allied Trades' Sections at the Canadian National Exhibition, Toronto, August 26 to Sept. 9. A splendid exhibit has been arranged on the second floor of the West Annex in the new Coliseum Building. You will be made heartily welcome. Come along and meet your friends in the trade and see the latest samples the shoe manufacturers are showing. This is the first time a footwear section has been undertaken at the C. N. E. It's off to a big start.

Made-in-Canada Footwear Exhibit
at the Canadian National Exhibition

Be sure to call at

Booth No. 12

(C. E. Fice, Representative)

Canadian National Exhibition Toronto

We will have on view different lines of the highest grade Bell Quality Shoes.

J. & T. Bell, Limited

Montreal, Quebec

Manufacturers for Canada of Dr. A. Reed Cushion Sole Shoes

CORSON'S HIKERS

THE BOY'S SHOE WITH THE MILEAGE BUILT RIGHT INTO IT

At last, the boy's shoe you have been waiting for

Never before in the History of footwear has a manufacturer dared the boy to wear out a shoe of this make.

There is unusual wear in "Hikers" and it is being proved beyond a doubt

Ten husky boys are just completing a hike of four hundred miles over rural Ontario's good (and bad) roads, each with "Hikers" on his feet and covering forty towns on the trip. Their idea is to wear out shoe leather—All reports go to prove they can't do it. The tremendous interest shown by the dealers and the public all along the route also proves that the new shoe, "Hikers," is going to revolutionize boys' sales, and set a new standard in wearing qualities.

This hike was organized as the initial move in one of the most interesting advertising campaigns ever put on. For the sake of your business in boys' lines you should know all about it. Ask us about "Hikers."

"The Shoe with the Mileage"

Real Style
True Comfort
Extra Long Wear

The Corson Shoe Mfg. Co.

LIMITED

Sterling Road, Toronto

SPECIAL ANNOUNCEMENT

Prices will certainly be no lower—cotton, wool and leathe
your order now—at once—do not delay. Last year we hac
This year we advise ordering at once—our prices are right—

The Largest Specializers of Slippers and

No Charge for Cartons

MEN'S EVERETT

Padded quilted insole, soft sole, spring heel - $1.15
C.S.F. quality - - - - - - 1.25
Colors, black, brown, red.

WOMEN'S GYM AND BOUDOIR

Quilted insole—Pompom—pink and blue - $1.05
A line, all colors, except pink and blue - - .90
C.S.F. - - - - - - - 1.00
Colors, black, brown, grey, pink, blue, Suedes—
old rose, mauve, blue, purple, grey, etc.

IN STOCK

BOYS' EVERETT—C.S.F. (Patent Leather)

First quality - - - - - - $1.50
Men's patent - - - - - - 2.00
Boys' Glace leather Everett - - - 1.00

Every article sold by
sample or money back.

Special Features why the best Shoe Retailers ar

Sole Distributors of "GRIFFIN POLISHES" in Canada. NOTI

"PREMO" Shoe Laces Corrugated Tips Guaranteed never to come off, in all colors, lengths—both flat and round braids.

Suede Wire Brushes Shoe Brushes all grades, Polishing Mitts, Insoles all styles. All styles of shoe hand tools.

Visit us when in Toronto, or at th

SCHOLL'S FOOT ARCHES and Foot Remedies in stock IMMEDIATE SERVICE.

CANADIAN SHOES—FINDIN

Terms 2%
10 Days
Net 30 Days

2 Trinity Square, Toronto, Canada
2 Warehouses 2

FOR FALL BUYING!

s going up, if anything. We sincerely advise placing
reat difficulty in filling orders on Boudoir Slippers, etc.
uality guaranteed and we have a splendid variety of styles.

Findings to Retail Trade in Canada

No Charge for Cartons

THE ORIGINAL TEMPTATION SLIPPER

Finest quality—going strong

All colors Kid or Suede - - - - **$1.25**

Rubber Heels 10c pair Extra

Fibre Heels 20c Extra Men's or Women's on C.S.F. Quality

IN STYLE

WOMEN'S BOUDOIR

A line, rubber heels, every color in suede or glace **$1.00**
Glace—pink or blue - - - - - - **1.05**
Every color and material suede or kid, C.S.F. line **1.10**
With Rubber Heels

us guaranteed up to
Order samples today.

WOMEN'S PATENT LEATHER

C.S.F. line, spring heel - - - - - **$1.50**
Misses Patent - - - - - - - - **1.40**
Special prices on felts

stocking C.S.F.Guaranteed Exclusive Shoe Findings.
Sold only by Shoe Retailers and Shoe Depts. of Dept. Stores

Arena Bldg., Toronto Exhibition

Our latest "VOGUE" Wax Tip Shoe Laces, Flat and Round, all colors, all lengths—write for quotations.

TINTINE DYE Satin Shoes, made in 98 colors, BIG PROFIT EASY TO USE.

SILVER DRESSINGS Fital Shoe Trees, better grade Stretchers, Window reachers, Viscol oils, Sport Shoe Cleaners.

GS—NOVELTY COMPANY

153 Peel St., Montreal, Quebec
2 Warehouses 2

Terms 2%
10 Days
Net 30 Days

Chums REGISTERED

See Our Exhibit

BOOTH NO. 25
COLISEUM BUILDING

At the
Canadian National Exhibition, Toronto

Chums REGISTERED

OVER One Hundred and Fifty different styles of "Chums" are now in stock for quick deliveries. This large instock service is an outstanding feature of juvenile footwear in Canada. We use the Genuine Goodyear Welt process in our Misses sizes 2½ to 7, Youths 11 to 13½, Growing Girls 2½ to 7, and Boys 1 to 5½.

Our Stitchdown Welts are of distinctly superior construction. We make these in Children's sizes 3 to 7½, and Little Gents and Girls sizes 8 to 10½.

A full display of the range will be set up for your inspection at the Exhibition. Do not fail to make yourself at home in our booth. If you do not visit the Fair get in touch with us direct for prices, etc.

Charles A. AHRENS Limited
KITCHENER, ONT.

LADY BELLE IN STOCK

Every Lady Belle style represents a design that has been thoroughly tried and proven as a sales getter. You will find no fads or frills of doubtful saleability in the whole range. Every shoe carries the appeal of good common sense footwear of dressy appearance, excellent workmanship and value unexcelled.

Black Kid, 8" Bal. Imitation Straight Tip 12/8 Cuban Heel Countess Last.

A full line of Lady Belle shoes including new lasts and models will be on exhibit at booth 15, Coliseum Bldg., Canadian National Exhibition, Toronto, August 26-September 9th.

Aunt Polly oversize, sample No. 717 regular ankle. Black Vici Plain Quarter Bal, 7" Leg, Cushion Sole, Rubber Heel, E. E. width.

No. 7407—Brown calf oxford Bal. Countess Last, and Caprice Last and Academy. C. & D. Widths. In-stock.
No. 7436—Black kid oxford Countess Last. In-stock.

No. 1401—Black Kid oxford. Aunt Polly oversize. Cushion insole. Rubber heel. Pat. or self tip and plain toe.

No. 177—Black kid 2-strap. Duchess last. C. & D. widths. imitation tip, or plain. In-stock.

The Lady Belle Shoe Company

LIMITED

Kitchener, Ontario

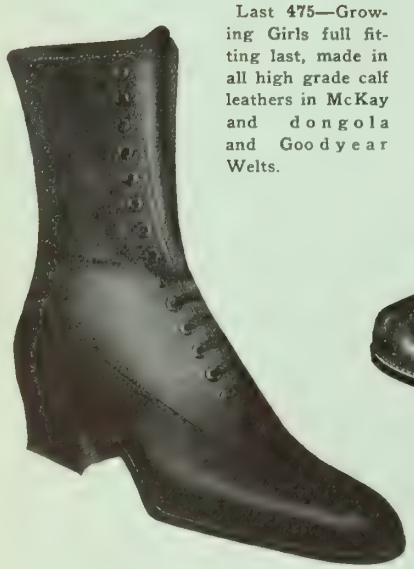
The Williams Shoe

At the Can. Nat. Exhibition

Toronto, Aug. 26 to Sept. 9

When you visit the new Coliseum Building make for Booths 21 and 22. There you will receive a welcome and incidentally see a range of superior Canadian staple footwear. Don't fail to look us up at the big Fair.

Taking full cognizance of the character of materials that enter into the make-up and the way they are put together, a growing number of dealers find that no other Canadian-made staple quite equals the Williams shoe for profitable steady selling. See our new range of styles for all the family.



Last 475—Growing Girls full fitting last, made in all high grade calf leathers in McKay and dongola and Goodyear Welts.

Last 640—Children's Comfy Welts unsurpassed for wear and fitting, all leathers.

Last 480—Women's Oxford in medium toe and medium heel with extra fitting qualities, made in all leathers, Goodyear Welts and McKays.

Last 240—Boys' Soft toe welts, the coming shoe broad fitting and built for service.

WILLIAMS SHOE LIMITED

BRAMPTON - ONTARIO

"Tred Rite"

THE merchant who is endeavouring to build up a substantial juvenile trade would do well to look into the all-leather Tred-Rite line.

No better materials, no better workmanship can be found than is incorporated in these shoes—and if that statement seems strong, let us forward you our samples to prove it. Furthermore, the scientific principles upon which Tred-Rite shoes are built allow full freedom for the growing foot to grow as nature intended.

Tred-Rite Shoes are a live proposition for any live dealer.

An Invitation

is extended to all interested shoemen to visit our booth at the Canadian National Exhibition, Toronto (August 26th to September 9th)

A hearty welcome awaits everyone.

Booth Number **26**

The Tred-Rite Shoe Company Limited

Otterville - Ontario

Snappy Styles for Fall

Make it a point to see these new Talbot Shoes that are going to give a boost to the men's trade this Fall. New styles and new lasts in a variety of leathers; priced right.

Drop us a line now.

A complete line of Talbot Shoes will be on Exhibition at Booth 19—Coliseum Building, Toronto Exhibition.

TALBOT SHOE COMPANY LIMITED

ST. THOMAS ONTARIO

THE CLASSIC SHOE

Classic Skuffer Sizes 4 to 7½—8 to 10½

Shur-Foot Sizes 1 to 5

Announcing —

Two new G & S Productions in Children's Shoes Built to meet Juvenile Needs and Parent's Purse.

THE production of correct footwear for children is acknowledged to be a most important department in present-day shoe manufacture. Every retailer knows that proper protection of children's feet is demanded by parents as well as "durability" "appearance" and "workmanship." Here are two lines of children's shoes made under "Pat'd., G & S Process" that fill the demand for high quality, moderate priced shoes. G & S. leadership is behind you and guarantees their complete satisfaction.

SHUR-FOOT

Thoughtfully built for Infants. Soft—Flexible—Neat. The sole—a combination of oak with chrome outer—gives proper protection, prevents slipping and aids in learning to walk.

A cushion sole! Yes—But of soft leather that is sanitary and smooth—no unsanitary, absorbent felt.

Wide and roomy to allow for the proper development of the child's foot.

An ideal shoe.

Made in full and half sizes. 1 to 5.

CLASSIC SKUFFER

Here is a long wanted ideal shoe for play or dress. It is made on a true to nature shaped last—is full fitting and easy on the feet. The G & S Pat'd. (Turn-welt) Process renders it flexible and comfortable under the most strenuous wear. It is built for durability as well as for comfort—in sturdy, solid, yet pliable leather of extra good quality.

Soft leather insole next to foot gives resiliency without the unsanitary, perspiration absorbing features of felt.

Sells at a price that will be appreciated by parents of moderate means, having healthy, active, shoe-skuffing children.

Samples Ready by Sept. 1st.

See These at our Booth No. 6-7 Toronto Exhibition

Getty & Scott, Ltd.

GALT *Makers of "Classic" and other Fine Shoes* ONTARIO

Will Business be good with you this Fall?

YOUR selection of stock is going to influence the swing of the pendulum towards or away from good business—can you afford to take chances with uncertain goods?

By making Murray Shoes your choice you are sure of a line that is well established; that has a record of sixteen years unfailing service behind it; that is better today than at any time in its history.

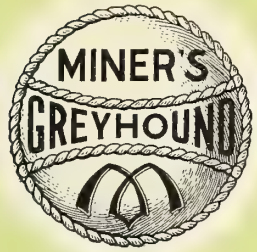
We believe our samples for the coming season would quickly convince you of this. Why not get in touch with us?

See our Exhibit at Booth 13—Coliseum Bldg. Toronto Exhibition.

The Murray Shoe Co. Ltd.

London - Ontario

"London Lady"
"Derby"
"Murray Made"



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High Pressure Curing makes an auto tire tough and strong.

It does the same for Rubber and Canvas Footwear.

Miner's "Greyhounds" are the only Canadian-made Tennis Shoes Cured by this process.

Test them for wear. We'll accept your verdict.

"KEWPIE KEWPS FOR KIDDIES"

Infants' sizes 2-5 made with Chrome Tanned Elk Sole. Larger sizes with regular high grade Oak Sole Tannage.

The Line the whole trade is talking about

Something of a sensation has been created by the appearance of this latest addition to the Eclipse range. They are so far ahead of anything previously shown that merchants everywhere have been taking to them eagerly.

Kewpie Kewps are constructed to give the maximum amount of flexibility. A perfect cushion is obtained, soft and smooth, which is held in a positive position during the entire life of the shoe. Only the highest grade materials are used throughout.

If you are anxious to give your young customers between the ages of 1 and 9 years the most comfortable footwear possible—send in a trial order of Kewpie Kewps.

Process fully protected by Patent

All infringements will be vigorously prosecuted

Eclipse

McKays Turns

The dependable line for Growing Girls, Youths, Misses, and children. The quality, style, workmanship and service built into the ECLIPSE range makes it by far the best value of any children's line offered to the trade. We solicit your inquiries and if desired will have one of our representatives show you our complete range.

The Galt Shoe Mfg. Company, Limited

Galt - Ontario

Manufacturers of Growing Girls', Youths', Little Gents', Misses', Children's and Infants' Shoes.

Permanent Sample Room, Toronto—Room 7C, Cosgrave Bldg.; 167 Yonge St., Telephone Main 2250

The Arch Preserver Shoe is accepted as a "style" shoe by the most particular women everywhere. It is smart, good looking—and is made in all patterns and leathers to follow every trend of Fashion.

The most important Trade-Mark in the Shoe Industry—

ARCH PRESERVER SHOE
TRADE MARK REG. U.S. PAT. OFFICE
"KEEPS THE FOOT WELL"

THE Arch Preserver Shoe trade-mark stands today for the most modern, most profitable, most successful line of shoes on the market.

The Arch Preserver Shoe gives a foot-length support as Nature requires—a support which eliminates all sagging of the arch, and all straining—yet it offers the desired style.

This shoe will delight your customers, giving them a new idea of foot comfort. You will be surprised how customers will come back to you again and again, refusing not only to wear any other kind of shoes, but refusing to buy these shoes of anybody else.

The Selby factory has been one of the leading manufacturing institutions for more than forty years. It stands back of every claim made for the Arch Preserver Shoe.

A shoe so good, so distinctive, so exclusive in its advantages, that it is practically without competition—surely this is a selling opportunity that you can not afford to overlook. Write us for further information.

The Selby Shoe Company
Portsmouth, Ohio, U.S.A.

THE ARCH PRESERVER SHOE

Our Growing Girls, Misses, and Childs lines are made with the same care and material as our womans lines.

No. 8512

HAVE you seen our new Womens lines in One, Two and Three Straps, Button and Buckles, Wide and Narrow Straps?

These shoes are right because the essentials necessary to good products are found in the Eureka factory, i.e., first class materials, the latest improved machinery and expert operatives.

Close quotations and prompt delivery complete the service.

May we submit samples?

EUREKA SHOE COMPANY

Three Rivers

Our Spirit of Creation Has Made Our Reputation

St. Andrews Cushion Sole Shoe

Special construction of this new St. Andrews Cushion Sole Shoe. Soft, quilted, mattress-like Cushion Sole, stitched through the insole and lasted in with the shoe. Cannot wrinkle or creep. Remains soft, and resilient, giving comfort, and long service.

It is our own exclusive patented feature.

Tetrault Shoe Manufacturing Co., Limited
Montreal, Que.

"After all is said and done—the Tetrault line is the logical one"

"THE WEAR PENETANG TANNERY IS THERE"

Good Leather High in Cutting and Wearing Value

Each Breithaupt tannage is produced for a specific purpose, and there is a tannage for every requirement from the daintiest turn slipper to the heaviest work shoe.

Preferred by leading manufacturers because

"The wear is there"

The Breithaupt Leather Co.

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Manufacturers of "the Standard of Canadian Sole Leather"

Sales Offices:

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Footwear in Canada

A National Journal of its Findings, Making and Sale, with a quality circulation—every reader a possible buyer.

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Visit the Footwear Exhibit at C. N. E.

The Canadian National Exhibition in Toronto, August 26 to Sept. 9, will have an unusual interest for shoemen this year on account of the footwear exhibit which is to be staged in the new Arena Building, second floor, West Annex. The arrangements for the exhibit are complete. Twenty-six shoe manufacturers will have their latest samples on display, and the exhibitors in the Allied Trades' Section will number eleven, including some of the most prominent leather, findings and rubber footwear houses.

The interest which has developed in this undertaking has been quite remarkable. It was thought that there might be some difficulty in securing a sufficient number of exhibitors to complete the section, but, on the contrary, the response from the manufacturers, when the scheme was placed before them, was quite eager, and there is every indication that the exhibit will be a great success. The lay-out and arrangement of the section has brought forth many complimentary remarks from those who have seen it. The booths are uniform, measuring approximately 10 feet each way, and are finished very attractively in buff and dull white. Some of the manufacturers have taken double spaces and reception rooms are provided where all their friends in the retail trade will be welcome.

It will not be necessary to urge all the shoemen who take in the C. N. E. this year to visit the shoe and allied trades section. They will receive a very hearty reception, and they will be contributing to the success of a scheme which is going to help build up the Canadian footwear industry. There is no doubt but that, if the exhibit achieves the success we confidently expect, it will become an annual affair. Let's aim at a Footwear Building.

Hide and Leather Market Developments

The Shoe Manufacturers' Association of Canada has just issued a circular letter to its members calling attention to the hide and leather market situation and pointing out the importance, before the manufacturers take orders at present prices, of ensuring that they can obtain leather to make shoes at the prices quoted. The Association states that hide prices have been moving upward for several months and that a further sharp advance occurred last week. Heavy steers (packer) hides, from which sole leather is made, sold in Chicago at 20 cents per pound and light cowhides sold at 18½ cents. These prices are from 40 to 50 per cent. higher than those which obtained a year ago. Calfskins have advanced about 25 per cent. The hide market continues strong. Most of the tanners stocks are low and there does not appear to be any surplus.

"Leather prices are now advancing, although not yet fully reflecting the increase in the replacement cost of hides. Prices of certain lines of upper leather already have advanced, while sole leather prices are up about 10 per cent. on export orders. A further radical mark-up of prices on all leathers seems inevitable, if the hide market holds at present levels as is expected by the trade.

"Few, if any, of the shoe manufacturers have large stocks of leather on hand. They cannot pay for leather and maintain present prices unchanged. Careful analysis of the hide and leather market situation indicates that early advances in manufacturers' prices of leather footwear cannot be avoided."

This statement by the Shoe Manufacturers' Association corroborates the opinion expressed in the leading editorial of the July issue of "Footwear." It was pointed out that while the shoe travellers going out in August would in some instances be showing lines at slightly reduced prices as compared with last spring's quotations, the indications were that the firmer trend in the hide and leather market would bring about an upward reaction. If the present condition of the market continues, it is bound to be reflected in shoe prices. The immediate effects will depend largely on the extent to which the shoe manufacturers have bought the leather they need for fall on the basis of the old price lists. It is not likely, however, that many of them have been buying at all heavily.

A report from Chicago on the situation states,

"Footwear-in-Canada" Circulation: This issue, 3,200 Copies

"Considering hides are so well sold up at the present time, and tanners are not carrying any big supplies ahead, the indications are that prices will hold firm, or possibly go ½ cent higher while we are in the best quality months, unless something now unforseen should happen to cause tanners to withdraw from the markets."

The developments in regard to patent leather are significant. The patent leather men report that the class of hides from which their product is manufactured have advanced 40 to 50 per cent. within the last eight weeks. The finished article has not reflected the full extent of this increase, but the market is decidedly strong, and the advance recorded is about 10 per cent. The manufacturers expect that prices on patent will stiffen further within the next two months. The demand, they state, has never before been so brisk at this season of the year. In July and August there is generally a tendency for business to drop away, but such is not the case this year. Export business has been holding up well, and there has been a gradual increase in domestic business. This of course reflects the continued vogue of patent leather, which was very strongly featured at the Boston Style Show. It is further asserted that there are to-day 50 per cent. less hides in the hands of the hide dealers than there were in 1919, from which the deduction is that the market is likely to continue on the up-grade.

The turn in the tide so far as hides were concerned was of course inevitable. They were depressed disproportionately in comparison with nearly all other commodities, and are just getting back to 1914 levels. The danger at present lies in an artificial stimulation of prices. There can be no jumping out of the hole; we have got to climb sooner or later, and it is better to keep on climbing now.

There seems to be a real basis for optimism, however, The depression of the industry as a whole was first reflected in the hide market, and it is probably safe to assume that the upward trend of the raw materials market presages the revival of activity throughout the industry, in the not very distant future.

The Worth of a Smile

A famous movie actress is credited with having a smile "worth a million." That, perhaps, seems to be a rather strained attempt to apply the dollar standard to something that does not permit of monetary valuation. However, the smile increase her earning capacity,—and smiles increase earnings in other walks of life also.

In a Montreal shoe store, not long ago, we saw this fact demonstrated to our satisfaction. The proprietor, a man who has made a name for himself in the industry, made it his business to remain near the entrance of the store—or in his absence the manager took his place—and as each customer entered she was greeted with a smile and shown courteously to a seat. And when her purchase had been made and she was prepared to leave, the proprietor himself opened the door and bowed pleasantly as she departed. Nothing effusive or blatant—just an expression, in a quiet way, of his appreciation of the customer's patronage.

The store was doing a big trade—it took the staff right on the jump to handle it,—and we just wondered to ourselves what percentage of the business could be attributed to the bow and the smile.

System in Keeping Track of Style Trend

A shoeman these days needs to be more closely in touch with the style situation than merely to know a thing is new when the travelling salesman tells him so. You may try to keep a mental record of the developments, but the system used by a live wholesaler we called on recently appeals to us as the logical one. He showed us a little book which he uses to help him in his study of the trend. In it he pastes every illustration that comes to his attention which seems to embody anything new or to indicate development along a certain line. In this way he has gotten together a sort of a summary of the situation and from the aggregation of ideas of the style creators and patternmakers of the industry he can draw his own deductions as to the general tendency of fashion.

Face to Face With Prosperity

Winnipeg, July 20.—Grain companies, mills, railroads and the Lake Shippers' Association are just now feverishly preparing to handle what is expected to be the largest grain yield in the history of the Canadian Northwest. Rolling stock is being borrowed from eastern divisions and the banks are accumulating surpluses of cash at small branches from the lakes to the mountains in preparation for the big movement.

Official statistics from the grain exchange show the wheat acreage of the three provinces to be 21,146,000. In 1915 the acreage was 13,867,715. The average yield per acre then was 25.97 producing a yield of 360,187,000 bushels. The most optimistic, however, does not anticipate a yield so high this year. For ten years, however, the average has been 17 bushels. Upon this basis the yield this year would be 359,822,000 and this is the minimum that well informed sources expect will be produced.

The question on October wheat, say July 10, 1915, $1.03¾. July 10 this year October wheat quotation was $1.16¼. On the basis of this quotation this year's crop ought to yield at Ft. William, $417,393,520 or in cash, $47,250,000 more than the famous 1915 crop. The amount that would reach the farmers' hands would be, in cash, $327,438,000 because it costs 18 cents freight and six cents elevator charges per bushel to handle to head of the lakes. Approximately this amount of cash will be released through ordinary business channels in the west this fall.

Of course this is a debt-paying crop, but if conditions today continue it means that the books will be cleaned and all paper liquidated.

Operating Expenses in Retail Shoe Stores in Nineteen Twenty-One

Statistics Published by Harvard Bureau of Business Research Very Valuable to Individual Shoe Merchant in Providing a Standard of Comparison by Which to Judge Progress Made in his own Business

Bulletin No. 31, "Operating Expenses in Retail Shoe Stores in 1921," has just been issued by the Bureau of Business Research of Harvard University. This little booklet contains a great deal of really valuable information, and furnishes figures which form a standard of comparison by which the shoe merchant can judge his success in keeping down his percentage of operating expense.

Average Firm Showed Net Loss for Year 1921

"The outstanding feature of this year's investigation," says the bulletin, "was the fact that the adverse effects of the crisis of 1920 were felt more strongly in the year 1921 than in the year in which the crisis occurred. Gross profit generally was lower in percentage of net sales; total expense was higher in percentage of sales; and the average firm showed a net loss for the year 1921. Sales in dollars and cents in 1921 were about 9% less than in 1920. The average firm was not able apparently to reduce its expense as rapidly as sales fell off. This resulted in the majority of the firms showing a net loss for the year. The readjustment of operating expenses to changed conditions had been carried on with much more rapid progress by some firms than by others. This was indicated by the fact that for 1921 there was greater irregularity and wider dispersion of the expense percentage than in previous years. Enough firms were putting their business back on a profitable basis in 1921, however, to indicate that substantial improvement may be expected in the showing for 1922."

Average Cost of Doing Business

The table which follows shows the average cost of doing business, as gleaned from reports received from 407 firms with an aggregate volume of $70,699,000, located in the United States and Canada. The common figure for each item given is the one around which the entire body of reports tended to concentrate. The variations from the common figures were greater in 1921 than in reports for preceding years. This undoubtedly was due to the fact that some firms were not able to readjust their operating expenses to changed business conditions as rapidly as other firms effected their readjustments. The common figure, however, in each case is a typical figure with which each individual merchant can compare his own results. Wherever he finds that his own expenses are lower than the common, he can be confident that in that respect he has made better than average progress in readjusting his expenses. Where his figures are higher than the average, unless there are quite exceptional conditions he ordinarily can expect to find it necessary to introduce new economies.

It is also interesting to note the wide variations from the common figure shown in the reports received by the Bureau.

The highest figure for total expense shown by any store in 1921 was 45% of net sales; the lowest total expense was 16.3%.

Wages of salesforce—the highest figure for 1921, 18.6%; lowest figure, 5.1%.

Advertising ranged from nothing up to 8.3% of net sales.

TABLE 2

Operating Expenses in Retail Shoe Stores In 1921—407 Firms

Net Sales = 100%	
Wages of Salesforce (including PM's)	10.8%
Advertising	2.3
Boxes, Wrappings, and Other Selling	0.3
Total Selling	13.4
Delivery	0.2
Buying, Management, and Office Salaries	3.5
Office Supplies, Postage, and Other Management	0.4
Total Buying and Management	3.9
Rent	3.0
Heat, Light, and Power	0.6
Taxes (except on buildings, income, and profits)	0.7
Insurance (except on buildings)	0.5
Repairs of Store Equipment	0.2
Depreciation of Store Equipment	0.4
Total Interest	3.1
Total Fixed Charges and Upkeep	8.5
Miscellaneous	1.6
Losses from Bad Debts	0.2
Total Expense	27.8

Boxes, wrappings and other selling expenses—highest figure, 2%; lowest figure, 0.01%.

For total selling, which is the sum of the preceding three items, the low figure was 5.5% and the high figure 21.4%.

About two-thirds of the firms reported no delivery expense in 1921. Few of the firms with sales less than $100,000 in 1921 showed any delivery expense. The firms with sales of over $250,000, on the other hand, generally incurred expense for dedlivery amounting at least to 0.5% of net sales. The highest figure was 3.4%.

Buying Management and Office Salaries

Buying, management and office salaries ranged from 0.8% to 14.3%. The salary of the proprietor, if all his time was spent in buying and managing, was included in this item. If part of his time was spent in selling, his salary was divided between wages of salesforce and buying, management and office salaries in proportion to the estimated amount of time given to selling and to buying and management. Salaries of bookkeepers, stenographers and other office employees also were included in buying, management and office salaries. In a large store it is advantageous to separate buying, management and office salaries into three distinct items. For the average retail shoe store, the experience of the Bureau indicates that it is impractical to attempt to divide this account, since that involves so much prorating as to render the result of little practical significance.

Office supplies, postage and other management ex-

pense varied from 0.03% to 3%.

Rent ranged from 0.4% to 13% of net sales. This included rent for the store buildings that were owned as well as those that were leased. Over three-fourths the firms were leasing the buildings in which their business was carried on. A comparison showed that their figures were practically the same in percentage of sales as the figures for rent of stores that were owned by the retail shoe firms.

The lowest figure for heat, light and power was 0.1% and the highest 2.7%.

Taxes, not including taxes on buildings, income, and profits—lowest figures 0.1%, highest figure 2.7%.

Insurance, not including insurance on buildings, —lowest figure 0.02%; highest figure 2.3%.

Depreciation of store equipment—lowest figure 0.02%; highest figure, 3%. This is depreciation of equipment, only, not depreciation of merchandise which was accounted for in the merchandise statement as a deduction from inventory.

The lowest figure for total intertst was 0.4% of net sales, and the highest 11.9%. Total interest includes not only interest on borrowed money, but also interest on the net investment in the business, exclusive of real estate. The net investment is determined by deducting the sum of the liabilities to outsiders (not including capital stock or surplus of a corporation) from the sum of the assets exclusive of real estate.

Total fixed charges and upkeep ranged from 3.3% to 21.7%.

Two-fifths of the firms reported no losses from bad debts. The highest figure for any store was 4.5%.

Another very interesting table from the bulletin is reproduced herewith. It shows operating expenses

TABLE 4

Operating Expenses in 1921 According to Volume of Sales
Net Sales = 100%

	Net Sales less than $30,000	$30,000-49,000	$50,000-99,000	$100,000-249,000	$250,000 and over
Number of Firms	77	89	106	91	44
Wages of Salesforce	12.6%	11.0%	10.4%	10.4%	9.5%
Advertising	1.1	1.8	2.0	2.9	3.7
Boxes, Wrap., and Other Selling	0.2	0.3	0.2	0.3	0.5
Total Selling	13.9	13.1	12.6	13.6	13.7
Delivery		0.1	0.2	0.2	0.5
Buying, Management, and Office Salaries	3.6	3.1	3.5	4.8	5.3
Office Supplies, Postage and Other Management	0.2	0.3	0.4	0.5	0.5
Total Buying and Management	3.8	3.4	3.9	5.3	5.8
Rent	3.0	2.7	2.7	3.6	3.4
Heat, Light, and Power	0.7	0.6	0.5	0.5	0.4
Taxes (except on bldgs., income, and profits)	0.8	0.8	0.6	0.5	0.5
Insurance (except on buildings)	0.6	0.5	0.5	0.5	0.4
Repairs of Store Equipment	0.08	0.2	0.1	0.2	0.2
Depreciation of Store Equipment	0.3	0.3	0.4	0.5	0.4
Total Interest	4.1	3.3	3.1	2.8	2.4
Total Fixed Charges and Upkeep	9.6	8.4	7.9	8.6	7.7
Miscellaneous	1.0	1.0	1.3	1.3	1.2
Losses from Bad Debts	0.2	0.3	0.2	0.2	0.2
Total Expense	28.6	26.3	26.1	29.2	29.1

according to volume of sales. The outstanding points brought out by this table are as follows: The firms with a small volume of sales showed the highest common figure for wages of sales force, the percentage of sales force expense steadily declining as the volume of sales increased. Advertising, on the other hand, showed an increase, in percentage of net sales, as the volume of sales rose, the firms with large volume having the heaviest advertising expense in percentage of net sales. Delivery expense, likewise, was highest in percentage of sales for the large firms. Buying, management, and office salaries, in contrast to wages of salesforce, were higher in percentage of sales in the firms with a large volume of business than in the firms with a small volume. Rent, in percentage of sales, was somewhat higher on the average in the case of firms with sales over $100,000 than for the smaller firms. Total interest was highest in percentage of sales for firms with a small volume and lowest for the firms whose sales were over $250,000.

Operating Expenses According to Rate of Stock Turn

The third table, operating expenses according to rate of stock-turn, gives figures from which some very significant deductions can be made. The common

TABLE 12

Operating Expenses in 1921 According to Rate of Stock-Turn
Net Sales = 100%

	Stock-turn less than 1.5 times	1.5-1.8 times	1.9-2.2 times	2.3 times and over
Number of Firms	108	97	73	116
Wages of Salesforce	11.4%	10.8%	10.7%	9.7%
Total Selling	13.8	13.4	13.3	12.5
Buying, Management, and Office Salaries	3.7	3.8	3.9	4.0
Total Buying	4.0	4.2	4.3	4.3
Rent	2.9	3.0	2.7	3.0
Total Interest	4.3	3.1	2.9	2.1
Total Fixed Charges and Upkeep	9.8	8.6	7.9	7.2
Total Expense	29.2	28.3	27.9	26.2
Gross Profit	25.2	25.3	27.1	26.8
Net Profit or Loss	Loss 4.0	Loss 3.0	Loss 0.8	Profit 0.6

figures are shown for individual major items of expense, and gross and net profit or loss.

A good rate of stock-turn apparently helped to increase gross profit, probably by lessening the losses from depreciation of merchandise occasioned not only by changes in style but also by falling prices, nevertheless the chief effect of an increase in the rate of stock-turn was a reduction in the cost of doing business. The largest difference in expenses was in total interest, which was 4.3% of net sales for the firms turning their stock less than 1.5 times as compared with 2.1% for firms turning their stock 2.3 times or more. Wages of salesforce also were somewhat lower for firms that turned their stock rapidly; this probably is to be accounted for, not by any direct effect of the rate of stock-turn upon the wages of salesforce, but rather by the fact that firms that had developed means of securing a high rate of stock-turn also had been successful in introducing other economical methods in such matters as the handling of salesforce. Buying, management, and office salaries were somewhat higher for the firms that turned their stock more rapidly, the difference being more than offset, however, by the saving in other items. This comparison suggests clearly the advantages of painstaking management in order to effect economies in other expenses of operation.

Have you joined the N.S.R.A. yet?

At the top of the page is presented an Invictus model in a cross-strap effect. This is a type of shoe which requires to be shown on the foot before its merits from a style standpoint can be fully appreciated. The appearance achieved is striking without being loud. In the other three illustrations, we have novel and attractive patterns which have been accorded a welcome in the United States. They indicate an attempt to get away from the usual strap design. (By Owens-Elmes)

Stabilizing the Shoe Business

Style Fever is a Menace to the Industry -Need for Scientific Buying Based on Records of Sales and Analysis of Clientele— Charts Assist in Stock Limitation and Price Standardization

By C. K. CHISHOLM*

In all branches of industry there have come in recent months radical changes in methods of successful procedure. We, of the retail shoe business, recognize that these changes are here and that they are necessary. It is with fore-knowledge of this fact that I submit definite recommendations which I believe to be practical and applicable to every shoeman in our country.

The eventually expected shifting of the sellers' market to that of the buyers' market once more has brought us the "go-getters" age. The shoe manufacturer has his problems—the retailer his. In the past, the dealer has doubtless played a greater part in helping to serve the ambitions of the manufacturer than vice versa.

With the manufacturers' style promoting " to keep the factory going," it has become a debated question whether that has served its purpose or proven a partial boomerang in the difficulty for dealers to remain solvent, to the eventual disadvantage of the enterprising manufacturer.

Style Fever Hurts Industry

The style fever, to the detriment of the staple merchandising, is analogous to the case of the woman or flapper who pays all attention to the complexion and ignores the physical health. The style angle has to take a tilt immediately if both dealer and manufacturer would retain their normal financial condition. The inflated turnover of fads should not blind the dealer to the regular turnover of the stock—better to cut out the experimenting and the gamble than to cut out the profits. There is not much blessing in guessing.

One of the most successful buyers of women's garments in the country, who has the same vital style and size problems as the shoe merchant, remarked that the wonderful progress of his department was due firstly to buying only to the greatest degree possible such merchandise as he was sure to sell at a profit, and to not be influenced by quantity price because that never compensates for losses from left-overs. Secondly, intelligent, or I might more generously term it, scientific buying, because his card records, by each firm, tell him instantly how many of each company's goods he sold at regular mark-up; what proportion at a mark-down; record of sizes sold; at what prices; also, a record of successes compared with other firm's goods. He knew, and that is why he grew.

Better Lose Sales Than Profit

For instance: Some time ago I overheard a prosperous shoe merchant at an Iowa Convention salesroom on being importuned to buy a certain number of pairs of shoes of a new style remark, "There are just about 12 or 15 women I know in my town who would buy these shoes. Give me just 10 pairs. I would rather lose the sale on two or three pairs than lose the profits on three or four left-overs." Wise buying, I would say, because remember the real profit is made on the last quarter of a dozen of any article. If you sell 20 per cent. of your purchase at a mark-down, you are swapping dollars.

Fad-buying breeds overstocking and the underselling of regulars which is one of the cancers in the profit system, and our living, bear in mind, must come from the net profits. Better be "out" of a few fads than many dollars because, you make money on the shoe you consciously "buy"—not what is "sold" to you. The latter usually makes the mark-downs. Leaks and losses are seldom represented in staples.

Need for Scientific Buying

The time is here when we should recognize more science in buying as well as we have been recognizing science in merchandising. Instead of considering the style angle only, let us constantly bear in mind our clientele, our volume, our population, competition and past outlets. We have certainly been playing style spasms far beyond the possibility of practical and profitable consumption by the entire class while aiming only at a certain style.

We have only to recall our experiences with the long pointed last and the 2 and 2½ inch Louis heels fad. How many people played this type almost exclusively, forcing this sort of footwear on the people of middle age and older simply because it was the style, and this to the detriment of thousands of feet not adapted to such lasts and heel heights. This was poor merchandising, poor service, and poor business building.

Use Analysis Charts

The successful buyer of any merchandise in our larger and more prosperous stores is buying from analysis charts. The results are fewer lost sales, fewer special sales, fewer mark-downs and more "velvet." Watch the "net" before there is "nit."

The present season is offering another good illustration of over emphasizing fads. Show windows everywhere tell a story of fad or influence-buying without an analysis of selling possibilities, again forcing thousands of women of 30 years of age and over back to wearing "chicken" shoes—nothing short of ridiculuous, for as one women remarked, "She felt as foolish as her feet looked."

We must get away from the one-track buying, thinking altogether too much of styles and fads, and not half enough of class limitation of the crowd to whom such a style will appeal and our possibilities of outlet.

"Clientele Merchandising"

We can put a check upon this hysterical merchandising by absolutely insisting on our plan or chart of "clientele merchandising." Every sample you pick up, ask yourselves, "How many pairs of these can I sell in my store or city? How much trade have I

*President of National Shoe Retailers' Assn. of U.S.A.—abstract of address before convention of California Shoe Retailers' Assn.

who can intelligently buy this style satisfactorily?" Do you know exactly how many pairs of shoes you sold in each size and style, and then do you then buy accordingly? These things you must know, and you can know, by dividing your trade first into two broad branches—male and female—or three divisions; women's and big girls; misses and children; men and boys. Again, divide men's into three broad divisions, like the distinctly young men; the conservative or middle group; and a third group of real staple buyers; then estimate the number of men whom you sell in each group.

Use Sales Records as a Guide

This you can do when you keep as good a record of sales as you do of purchases. It is this record of sales that will safely guard your future buying and prevent over-buying. If this were done, fewer merchants would make such errors as were made in buying ball-strap oxfords as for illustration, in 1921. If you bought these goods on the basis of trade possibilities and put them in the groups mentionted above, you would have had a happier story to tell and the quantities bought would have been smaller and within your sales absorption possibilities.

Divide and sub-divide your stock and your clientele into groups and divisions or separate units. Then buy according to these units and you will have a healthy inventory sheet. We must ask ourselves seriously and sensibly whether this flapper type of shoe will go with certain groups. Consult your chart on the fad class. The big group of matrons and grown-up women still young enough to want style, but not of the extreme variety, and a third group starting with the "fair, fat and forty," and ranging upward until we strike the real staple buyers.

I positively maintain that when we once start to visualize our individual customers as a merchandising proposition we can school ourselves quickly into putting any sample shoe into its proper group, and await happily the sales. When you do this, bear in mind the principal of style buying and the danger of a riot of style, and that a style orgy soon neutralizes it all, making no style at all.

Don't Try to Stock Every Style

The successful shoe buyer recognizes and realizes that no one merchant can buy everything and should not try to, nor should he be influenced to buy something simply because it is a "big seller." It may be with the manufacturer, but that does not foretell its success with the retailer.

How many strap designs with slight variations and at various prices are you now carrying in stock? This is going to effect your clean-ups. We must remember that a new idea in good grades will soon be copied in the cheaper grades. You often find yourself in the middle of a selling campaign on a particular $8.00 style, such as we did in sport oxfords, and then in a cheaper grade the style is copied and the market flooded at $5.00 and under, leaving a large stock of better grades to sell at a loss.

Stock Limitation and Price Standardization

Under your group charts and clientele merchandising these errors could be reduced to a minimum. You would practice more stock limitation more standardizing of prices—for instance, $6.00, $8.00 and $10.00, or $6.00, $7.50 and $9.00. Then have the styles arranged as complete as you feel necessary at these prices.

If you think you must sell a $5.00 shoe or in-between prices, use occasional shoes that are not too near some style you have at other prices. This plan will help your turnover, which you must ever bear in mind for successful operation to-day.

"Smart Step" Salesmen Convene

The Smart Step salesmen, Ontario Division, met in convention in Toronto at the offices of the Dominion Rubber System, August 1 and 2. Universal enthusiasm prevailed over the selling qualities of the new Smart Step samples, and the boys went out on the 8th full of optimism regarding the coming season's business.

Action re Marking of Imported Footwear

The manager of the Shoe Manufacturers' Assn. of Canada, Mr. S. Roy Weaver, has been instructed by the executive to approach the government with the request that an Order in Council be pasesd providing that all imported boots and shoes be marked with the country of origin. The general marking law has been withdrawn, but the government retained the power to deal with the matter, as affecting individual industries, by order in council.

These cuts illustrate the type of direct advertising that is done by some of the larger New York Stores. It is in the form of a neat folder, attractively illustrated inside and out

Result of Jack & Company's Guessing Contest

In our last issue, an article appeared regarding a bean guessing contest staged by T. Jack & Co., Fort William, Ont. The firm reports that excellent results have been obtained in this contest. The interest was intense right up to the end and there was a real whirlwind finish on June 24, which was the final day.

The judging and enumerating committee consisted of Mr. J. G. Bloomfield, of the wholesale firm of Rankin & De Lamenter, Mr. N. E. Horn, E. Horn, local representative of the Robin Hood Flour Mills Co., and Miss McLennan, of the Fort William Public School teaching staff. They brought in a report as follows:

Correct count of beans in jar, 5,897. First prize guess, 5,903, J. G. Holmes,, Port Arthur. Second prize guess, 5,969, Mrs. W. G. Wells, Fort William. Third prize guess—a triangle guess, 5,800, submitted by each of the following. R. W. Holmes, Fort William; Arthur Meyer, Fort William; Miss Doris Heriott, Fort William.

The awards were: First prize—a free trip to Duluth, Minn., with hotel expenses for five days—value about $38.00. Second prize—$15.00. Third prize—$10.00 cash, or value in merchandise.

The firm is very satisfied with the publicity which the contest has secured. They summarize the results as follows:

Up-to-date mailing list of 450 names. Guess coupons issued, 2,646. Guess coupons turned in, about 1,000. Total cost of scheme, $125.00. Apparent response directly due to contest, 10 per cent. (throughout the period). Splendid publicity throughout the whole district. An excellent window attraction for three months. A scheme good enough to try again and which in all probability will become an annual feature, in some form or another.

The Recession in Shoe Prices

There is still an impression among some sections of the retail trade that shoe prices will continue uninterruptedly on their downward path, this possibly being due to the fact that merchants fail to realize just to what extent prices have already come down. Such is the idea back of a circular letter sent out by the Congdon Marsh Company, Limited, wholesale shoe dealers, Winnipeg, to all the firm's travellers.

Commenting upon a news item published by the Retail Merchants' Association showing the percentage of price declines in a number of staple commodities, the letter states:

"It will be interesting for you to know that according to our own figures, shoes have declined well within the average of the above list. In order that we might be able to take the average decline in footwear, we made a list of about seventy lines comprising six men's staple shoes, six men's fine shoes, six boys' staple shoes, six boys' fine shoes, six youths' shoes, six women's medium shoes, six women's fine shoes, six misses' shoes, some infants' shoes and some sandals.

"In comparing to-day's prices with the very high prices of 1920 we find there is a decrease of 31.70 per cent. Please note, however, that this decrease of 31.70% equals an increase of 46%. To make this clear—suppose an article at one time cost 80 cents. When it increased to $1.00 the percentage of increase would be 25%, but when it recedes to 80 cents you would have to figure your percentage of decrease of 20 cents on one dollar and so the decrease would only amount to 20 per cent.

"A discussion of this should help to remove in many instances the prevailing opinion that all merchandise is going to continue to slide and prices keep coming down continually.

"In one phase, the decrease of 31.70% has wiped out an advance of 46%."

"Enclosed please find cheque for my subscription to Footwear in Canada for one year more—GREATEST VALUE FOR ONE DOLLAR IN THE WORLD."

That's how Mr. W. H. Adams, one of the most prominent shoemen of Belleville, Ont., puts it, in renewing his subscription to "Footwear." These little words of commendation that come from our readers from time to time are very gratifying. Frank and constructive criticism we appreciate, but at the same time when some one drops a nice compliment on our doorstep, we don't turn it away.

If "Footwear" is actually helping you to build business and increase profits, we are glad to know about it, and if there is any way in which it might be made more helpful to you, any additional service that would be of value to you, we want to hear about that too.

Preparing for Next N.S.R.A. Convention

The N.S.R.A. Executive have already appointed the chairman of the committees for their next convention. These are as follows: Registration and badge committee, J. W. Jupp, Toronto; programme committee, C. E. Smith, Peterboro; reception, S. E. Wygant, Montreal; billeting, Harry Gibbins, Montreal; entertainment, C. R. LaSalle, Montreal; finance, A. E. Jones, Montreal; ladies, Aime de Montigny, Montreal; chairman of committees, Geo. Gales.

The Fit of Cutaway Shoes

Some samples of pumps, whose sides were cut away at the shank, right down to the sole, were tried on the feet of models. It was observed that the pumps pumps fitted the foot of one model all right, but that, when the other model stepped, the flesh of her foot bulged out over the sole, at the shank, where the side of the shoe had been cut away.

Both shoes were made over a No. 4B last, and both models are fitted to shoes of this size. But one model is light built, and has a firm fleshed foot, with a strong arch. Her foot holds its shape, even though the sides of the shoe were cut away. Also, it held its arch.

But the other model is plump, and has a foot that is plump with flesh. When she stepped in the pump, the arch sank a bit, and the flesh bulged out, because the sides of the pump, being cut away at the shank, did not hold the flesh of the foot in place.

The designer judged that the last and the cutaway patterns would not be good all-round fitters and so rejected them.—American Shoemaking.

The Go-Getters Get it

There is plenty of business right around the corner, if you only go out and dig it up. Sometimes right close at hand is the biggest order awaiting us.

The writer knew a printer once who sent his salesmen all over the country to get business, and did it for years.

One day he hired a green salesman, who didn't know any better—and this salesman went into the business house just across the street, and came back with an order that totalled just $4,000.

That printer thereupon woke up to the fact that he had been letting things get away from him.

Don't say the printing business is different from the shoe business. It is only different in that you are selling something that everyone has to have.

Right around the corner from you may be a nice juicy order. Then there's down the street—and over in the next block. This may be a somewhat dead season—but there are live prospects in every building in your town.

The question of most vital interest, however, is whether or not the period of greatest stress is behind us. A decreasing total of failures in the United States during the successive months of the present year would seem to indicate a definite improvement in conditions. Canadian figures disclose a similar situation, in spite of the extremely high business mortality rate during the first half of the year. The record of solvency during the second quarter is an improvement over that of the first quarter.—Royal Bank of Canada.

Advertising Tends Toward Prosperity

Learning of your purpose to inaugurate a movement in favor of business expansion, through the medium of increased advertising, I take pleasure in sending you this line of approbation and encouragement.

While business conditions during the past year have been unfavorable owing to causes growing, in a large measure, out of the war, it is quite certain that a pronounced revival, in the near future, is due. In spite of tax bills and tariff bills, in spite of any and every adverse condition, such a revival is inevitable. There are times when not even statute laws or other man-made devices can interfere with the development of the laws of trade.

The tide cannot always ebb. The skies cannot always be overcast. The turning point in nature and nature's laws must come at last. The recessional is followed by the processional.

So it is in business, I look for pronounced boom during the year 1922. I know of nothing that can stop it. It is the duty of every unselfish, patroitic American, desirous of the prosperity of the nation as a whole, to put his shoulder to the wheel and help bring about shanged conditions in industrial activity.

In bringing about this result advertising has a leading role to play. I trust your campaign along the line suggested may be vigorously prosecuted. Success is certain in my judgment.—
Joseph S. Frelinghuysen

Capitalizing the Cop

John Smith wanted to stop as many people as possible at his store window during his big sale, and the most effective way of doing it, he decided, was to use a policeman. He therefore had the cop stand at the entrance with a large "Stop!" sign in his hand, which also embodied, in smaller lettering, an invitation to enter the store and examine the wonderful values offered. Needless to say, when people came along and found themselves faced by a burly arm of the law, ordering them to halt, they hesitated to disobey, even though the officer happened to be made of wax.

This sale announcement by the Brant Shoe Stores may be considered above the average. The illustrations are good and there is not the extravagance that characterizes so many ads. of this kind. It is open to criticism from the typographical point of view. There are too many styles of type used. Contrast is to be desired through variation of size of type, but the styles used should be limited as far as possible. Another point is that attention is rather too scattered—there should be a centre of interest that would immediately catch the eye.

These ten chaps are out on a 400-mile hike to have a good time and at the same time to show the stuff that "Hikers" are made of. Inset Mr. Harry Hammond leader of the gang.

Putting "Pep" in Publicity

Corson Shoe Mfg. Company's Campaign to Put "Hikers" on the Market

This story concerns "Hikers,"—ten pairs of 'em, worn by ten active sturdy, wide-awake boys, on a 400 mile hike through Ontario. Lest you misunderstand us, let us explain that the "hikers" are shoes. In a few months from now, such an explanation won't be necessary—they'll be calling shoes "hikers," just as they call hats, "lids."

But to get right back to the beginning of things The germ of the scheme, which threatens to become an epidemic, began to crawl around last fall, when C. S. Corson, of the Corson Shoe Mfg. Co., turned his mind to the production of a shoe that a boy couldn't wear out. He made one pair and put them on his young son, and then he made a number and put them on several other lads—none of them hot-house plants, but healthy, hearty youngsters with feet and legs on them that could kick and scuff with the best of them. The boys were told to go to it and see if they could wear the shoes out. They did their level best, with very poor success. Mr. Corson's son wore his shoes, not until they were worn out, but until he had grown out of them, and the other boys had the same experience.

The Corson Shoe Mfg. Co. then decided that here was a shoe that would "go," if it were placed on the market in the right way. It was a question that required some consideration. Let's try it in a different way, they said—let's reach the boy who wears 'em. The parent, provided she gets her money's worth, will heed the boy's preferences. The first thing then was to choose a name that would appeal to the greatest possible number of young males. They hit upon it—"Hikers." Boys, real boys, don't go walking, they go **hiking**—and for that purpose, what more logical than "hikers." Next thing, to let the boy know about it and **interest** him in them. How should the appeal be made?—through his most active instinct, the instinct for fun. They looked around for a man who knew boys, and whom boys knew—a man whose interests were bond up in the youth of Canada —and they found him in the person of Mr. Harry Hammond, organizer of the Boy Scouts in the Dominion. Mr. Hammond was approached and asked to write a book for boys on the subject of greatest interest to them. He consented, and has produced a splendid little book, "Out Door Fun for Boys," which is being used by the Corson Shoe Mfg. Co. in connection with their publicity campaign. It's something that every real boy will want to read, written by a man who knows what he's writing about.

Watch the developments now. Next, to prove the worth of the shoes and get people talking about them. Well, for that purpose, there's nothing like practical demonstration. Therefore a big "hike" has been organized and is at present in progress, with Mr. Hammond as the leader. Ten boys, who consider themselves mighty lucky fellows, are in on it, and they are now on a 400-mile hike through Ontario, taking in 40 towns, with Hikers on their feet. The balance of their outfit includes, khaki shirts, hats and pants, wool roll-top stockings, water bottles and knapsacks. They have a one-ton Ford Truck along, with various equipment, including a radio set, a baseball outfit, and a camera. They figure on making ten miles a day. Mr. Hammond calls upon shoe dealers in every town they visit, and tells them what is doing and why they are doing it. He goes into the local newspaper offices and does likewise. The boys meet up with other fellows and naturally the news soon spreads. They also have post-cards which they hand out, with a picture of the gang on one side and an illustration of the "Hiker" on the other. Wherever they go they have been splendidly received and there're literally having the time of their lives. The hike started on July 24 and the boys will arrive back in time for a grand finale at the Canadian National Exhibition in Toronto.

This merely forms the foundation of the campaign. The Corson sales' staff, as soon as the "hike" is over, are setting out to get the "hiker" on the dealers' shelves as quickly as possible. They will carry with them a supply of copies of the book, "Out-Door Fun for Boys," which will be handed to the shoe merchants together with posters for use in the store windows.

Firms You will Find Represented in the Shoe Manufacturers' and Allied Trades' Section at the C. N. E.

The list of exhibitors in the shoe manufacturers' section in the new Arena Building at the Canadian National Exhibition, Toronto, with their respective booth members, is as follows:

1. Hurlbut Co., Limited
2. Tebbutt Shoe & Leather Co., Limited
3. Eagle Shoe Co., Limited
4. Corson Shoe Manufacturing Co., Limited
5. Scott-McHale, Limited
6. Getty & Scott, Limited
7. Getty & Scott, Limited
8. Hartt Boot and Shoe Co., Limited
9. Walker-Parker Co., Limited
10. Owens-Elmes Mfg. Co., Limited
11. Blachford Shoe Mfg. Co., Limited
12. J. & T. Bell, Limited
13. Murray Shoe Company, Limited
14. Perth Shoe Co., Limited
15. Lady Belle Shoe Co., Limited
16. Kingsbury Footwear Co., Limited
17. Clark Bros., Limited
18. Weston Shoe Co., Limited
19. Talbot Shoe Co., Limited
20. Slater Shoe Co., Limited
21. Williams Shoe, Limited
22. Williams Shoe, Limited
23. Brandon Shoe Co., Limited
24. John Ritchie Co., Limited
25. Chas. A. Ahrens, Limited
26. Tred Rite Shoe Co., Limited
27. MacFarlane Shoe, Limited
28. MacFarlane Shoe, Limited
29. Smardon Shoe Co., Limited
30. Hurlbut Co., Limited.

In the Allied Trades' Section, the following firms will have exhibits. Booths are indicated alphabetically:

A. Beardmore & Co.
B. Beardmore & Co.
C. United Shoe Machinery Co. of Canada
D. A. R. Clarke & Co.
E. "O.H." Strait Lace
F. Beaded Tip Shoe Laces
G. Robson Leather Co., Limited
H. Canadian Shoes-Findings-Novelty Co.
I. Davis Leather Co.
J. Edwards & Edwards
K. Miner Rubber Co.
L. Miner Rubber Co.
M–N. Lang Tanning Co.

Blotters will also be distributed broadcast throughout the schools for the purpose of advising the boys that they can secure the books free of charge by calling at the shoe store. The posters carry the same message. Inside the book is a card which projects beyond the cover. On it the boy writes his name and his mother's name and address. The dealer takes the card and sends it back to the Corson Shoe Mfg. Co., who send advertising material direct to the parent.

Already the campaign is showing results. Large numbers of enquiries have been received, and dealers have been asking for exclusive rights in their towns. When the hike is over and the full effect of it is felt, look out for the punch.

Too Personal

George Bernard Shaw may have started this sarcastic one. It's about an enterprising saleman who believed in putting the homely style and personal appeal in his letters. He sent out a letter to a number of firms, addressing it to their purchasing agents. The letter opened with this sentence: "If you had a hole in your trouser pocket through which your loose change was trickling every day, etc." And it went on to explain how his product helped stop a hole in business. The results from the letter were mostly good but when he called at the office of Blank & Co., a short time later and sent in his card to the purchasing agent, he was told icily that Miss Jones didn't care to see him.

R. S. V. P.

Fred Burlew, the horseman, does other things besides train the wonder horse "Morvich" winner of this year's Derby. When the "boys" gather round he contributes his share of the stories. One concerns two men with like names—John A. Smith. Both lived on the same street in the same block. One was a doctor, and one a clergyman. The doctor went to Africa one spring, with a party of friends, to hunt big game. A couple of weeks after Doctor Smith's departure, the minister died. And the following day a cablegram was sent by the doctor to his wife, addressed to "Mrs. John A. Smith." The messenger boy, in error, delivered it to the minister's widow who opening it, read: "Arrived safely, but heat is terrific. John."

A Pledge That Increased Turnover

"I agree to tell at least five customers each day for the rest of the month (when they are in the store) about the values we are offering in the way of hosiery to match the shoes or in our findings lines. And in telling them I also agree to put enough sales punch to create a desire to see the merchandise."

A pledge of this kind which the employees of a large eastern store were asked to take was effective in considerably increasing the firm's turnover. The taking of the pledge was entirely voluntary—there was no question of forcing—but all of the staff fell in line.

Have you joined the N.S.R.A. yet?

Retailers, Wholesalers and Manufacturers Discuss Matters of Mutual Interest

On July 7 a meeting of the executives of the Shoe Manufacturers' Assn. of Canada, the Wholesale Shoe Assn. and the N.S.R.A. was held in Montreal, at which various matters of mutual interest were discussed. The retailers pointed out the seriousness of the style situation and urged that some action should be taken if possible to check the present chaotic course of events, which was greatly increasing the difficulty of doing business in all branches of the trade. The result of their representations was the decision to appoint a joint committee of manufacturers, wholesalers, and retailers, which would go into the situation and see what could be done, both by separate action in the Canadian field and through co-operation with the similar committee representing the footwear industry of the United States. The committee is to consist of four retailers, four manufacturers and two wholesalers. The manufacturers have already appointed their representatives, who are to be representatives of the Blachford Shoe Mfg. Co., Walker Parker Co., Kingsbury Footwear Co. and La Parisienne Shoe Co.

The matter of marking packages at the factory showing details of shipment was also taken up. The retailers stated that it would be of great assistance to them in checking up shipments if the manufacturers would mark on the outside of each case before it leaves the plant, the gross weight thereof, sample number, lot number, number of pairs in case. This practice, it was stated, would be of real assistance to the retailer, particularly in checking freight and express bills, which are no doubt sometimes incorrect and which the consignee, as a rule, has no means of verifying.

Another subject referred to by the N.S.R.A. representatives was that of separate charges for cases. A few manufacturers were still billing them in this way, they pointed out, instead of standardizing on the practice of including the charge for cases in the price of the shoes. They were advised that a resolution in this regard has been passed by the manufacturers' association at its last convention and that such manufacturers as were still following this method would discontinue it on goods for 1923 delivery.

The N.S.R.A. also informed the manufacturers that they were planning to hold their next annual convention in Montreal, at the Mount Royal Hotel, on Tuesday and Wednesday, January 16 and 17, 1923 and suggested that, if the manufacturers' association could arrange to meet at the same time, it would be to their mutual benefit.

A Progressive Westerner

To know Mr. Harley Henry, is to get the spirit of the West. Mr. Henry has just returned to Saskatoon, following an extensive buying trip in the principal shoe centres of the East. There is no more enthusiastic supporter of the "Prairie Country" than he, and his opinion, judging from the present outlook, is that there are splendid prospects for good business this season.

It is nearly twenty years since Mr. Henry went to Winnipeg, representing shoe firms throughout the West, until finally his eye spotted Saskatoon as a live City for a wholesale shoe business.

From a small beginning, business has grown steadily, and the genial President of Messrs. Harley Henry Ltd., knows the shoe game from beginning to end. In addition, he is one of Saskatoon's leading citizens and never misses an opportunity to promote the best interests of the progressive city.

Until recently wholesale warehouses were maintained at Saskatoon and Regina, but within the past few months, the Regina warehouse has been disposed of so that his entire efforts might be concentrated on the Saskatoon end of the business.

"Footwear in Canada" extends greetings to the genial Westener.

Hurlbut Doings

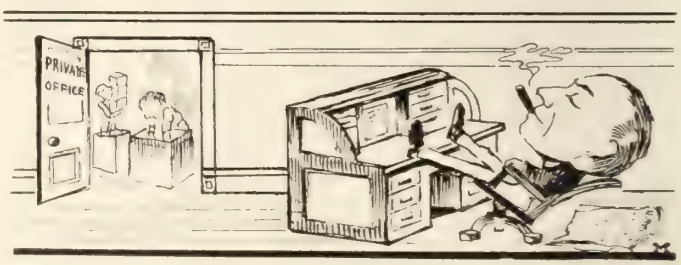
It is only logical that a product that helps to make the pathway of life seem smoother should come from a smooth-working organization where the relations between employer and employee are harmonious and happy. Such is the case with the Hurlbut factory. The policy of the management has been to cater to the health and comfort of their staff to the greatest possible extent, and they have been more than repaid by the loyalty and efficiency of their workers. One of the most recent steps to provide recreational facilities for the employees has been the installation of three new tennis courts, two of asphalt and one grass. In these and other ways, the Hurlbut Co. help to promote the esprit de corps which is such a valuable asset in any industrial concern. Recently a picnic of the young ladies of the office staff was held which was a great success. From the photographs we judge that Preston is a very attractive place.

Wholesale Shoe Association in Convention

There was a representative gathering of wholesalers in Montreal for the semi-annual meeting of the Wholesale Shoe Association of Canada on July 7. Business of a more or less routine character was transacted, and representatives called upon the executive of the Shoe Manufacturers' Association to discuss matters relating to the closer co-operation of the two organizations.

The Wholesale Shoe Association of Canada has been in operation five or six months. It started with a membership of fourteen, which in the interval has grown to forty-three, including the principal wholesale houses throughout Canada. This progress has been achieved, despite the difficult conditions under which the trade has been carrying on, and when the general situation improves, even more rapid developments may be expected.

Going home on a street car the other night (jammed as usual) the conductor, collecting tickets, found one man with his eyes closed. Wanting his ticket he said, "wake up." "I wasn't asleep" objected the sensitive soul, "but I hate to see women standing."



Many a merchant who sits in a swivel chair might better be employed with his sleeves rolled up helping the boys to unpack the goods

How to Buy and Care for Footwear

Educational Propaganda that will Help Educate the Consumer to Get Better Value from His Shoes—This will be Published as "Shoe Facts No. 5" by the Shoe Manufacturers' Association

By insisting on being supplied with Canadian-made footwear, Canadians will be assured of the utmost in value for their expenditure, because the boots and shoes produced in this country are of honest materials and skilled workmanship and are equal, grade for grade, to the best made anywhere in the world. Moreover, they are obtainable at considerably lower prices than imported boots and shoes. Buy good footwear from a reliable dealer and make certain that both feet are fitted correctly before you leave the store. There is no good reason why any purchaser, unless his or her feet are deformed, should wear ill-fitting, uncomfortable or ill-appearing shoes. Do not attempt to force a foot into a shoe which is too small; good footwear can be ruined in this way. Canadian factories produce shoes in a complete range of sizes and widths. There is Made-in-Canada footwear for every Canadian need and every Canadian foot.

Footwear should be in keeping with other wearing appearel. Do not attempt to make a single pair of shoes serve for every purpose, Boots and shoes suited to all occasions, conditions, and weathers are obtainable and **appropriate footwear is as important as any other article of dress.**

The best footwear may prove unsatisfactory if it is abused. Reasonable care is necessary to ensure proper service, and if such care be not given, the wearer alone is responsible. Regular use of shoe trees is a great aid to retain the original shape and good appearance of shoes.

Good shoes are worth repairing if sent to the repair shop as soon as they require attention; but in cases money spent for repairs might better be used towards the purchase of new footwear.

Leather Burns Quickly

Always change from wet shoes as soon as possible. Wet leather is liable to stretch out of shape. Stitches cut through it easily. Wet soles and heels wear away rapidly.

Leather burns readily, and much more readily when wet. If it becomes hotter than the hand can bear, it is almost certain to be ruined. Hundreds of pairs of fine shoes are destroyed every year by being placed near heaters, radiators, or hot gratings.

Shoes, especially if damp, will burn even on the feet at a temperature which is not uncomfortable to the wearer. Travellers often ruin their shoes by putting their feet over steam pipes in railroad coaches.

If the sole or upper leather cracks, the probability is that it has been burned. Shoes ought never to be worn unless thoroughly dry.

When leather footwear becomes wet and is dried too quickly and without proper attention, it shrinks, becoming hard and misshapen.

To dry wet boots and shoes, wash off all adhering mud and grit with tepid water, and, in the case of work or rough shoes, at once oil or grease them. Straighten the counters, heels, vamps, and tops to the proper shape, and put the shoes on shoe trees or stuff them with crumpled paper, which helps to hold the shape and shortens the drying period. Finally, set them aside to dry in the normal temperature of the house.

Some feet perspire more than others, but after a day's wear there almost always is some moisture in a pair of shoes. If the shoes do not dry out thoroughly before they are used again, the continued dampness from perspiration tends to rot the leather. The United States Government offers this excellent advice: "An economical plan is to have two pairs (of shoes) which are worn on alternate days, thus permitting each pair to become thoroughly dry between the periods of wearing them." Two pairs of shoes worn alternately will give more than twice the wear of a single pair worn every day.

Shoes for street use should be kept clean and polished. All dirt should be removed before a polish or dressing is applied.

Heavy Work Boots

In the case of boots for use on the farms or in heavy outdoor work, a regular cleaning, together with a periodic application of grease or oil, will keep the leather soft, pliable, and practically waterproof, whereas leather which has been dried and hardened wears away more quickly, is uncomfortable, and absorbs water readily. All boots worn in mud or damp should be kept well oiled or be greased semi-weekly. Periodic treatment of farm boots with a good grease preparation affords protection against the ammonia and acids around a barnyard.

When shoepacks and moccasins of oil tanned or oil grained leathers are not so treated, the leather dries and in drying shrinks, opening the hand-sewn seams. To prevent this, renewal of the oil is necessary. Oil or grease should never be applied until after the footwear has been thoroughly cleaned, and ought not to be hotter than the hand can bear. Care should be taken to work the grease in well where the sole is fastened to the upper.

A number of excellent preparations for greasing heavy boots and shoepacks are on the market and a good mixture of this kind is preferable to the use of unmixed vegetable or animal oils and greases.

Patent Leather Shoes

Patent leather again has been popular for dress wear but for the average person who is not "easy on shoes," it is not a suitable material for general purpose shoes. Scars in the varnished surface may be caused by an impact with any hard object, and even a light scraping will dull the polish which cannot be restored. Excessive cold frequently causes a "checking" or fine fracture of the varnish. It is desirable, especially in cold weather, to warm a patent leather shoe slightly before pulling it on the foot. This can be done by placing it in a moderately warm place or even by warming the vamp with the hand. For removing stains on patent leather a little warm water and castile soap may be used and the shoes then dried with a soft cloth. Neither vaseline nor oil will penetrate such leather and there is no advantage in using such materials. Special polishes are

obtainable, and are of some service in brightening the varnish and reviving the appearance.

Leather footwear when not in use for a long time ought to be kept on shoe trees in a well ventilated, dry light place, to avoid mildew. If mildew develops it may be wiped off with a moist cloth, after which the shoes should be allowed to dry thoroughly.

Felt footwear should be purchased one size larger than the leather shoes usually worn. Like leather, felt is liable to damage by burning or too rapid drying. It will shrink after being wet and should be allowed to dry slowly, at the normal temperature of the room, preferably on shoe trees. Felt footwear is subject to attacks by moths and, when not in use for any considerable period ought to be protected in the same way as other articles of wool.

Canadians at the Boston Style Show

Quite a large representation of the Canadian footwear industry attended the Boston Style Show. Among those who made the trip were: J. A. Sullivan, (Talbot Shoe Company); J. J. McHale,(Scott-Mc Hale, Ltd).; J. A. McLaren (J. A. McLaren Co.); Hugh White (White Shoe Co.); Albert and Oliver Tetrault and P. A. Doig (Tetrault Shoe Mfg. Co.); P. J. Hogan (United Shoe Machinery Co., of Canada); A. L. Dupont, S. Dominick (Dupont & Frere); J. J. Keating, L. C. Jones, M. L. Sturgis and Gus sossman (United Last Co.); D. F. Desmarais (La Duchess Shoe Co.); H. E. Moles and F. Delancy (J. & T. Bell, Ltd.); T. Lane (Ames Holden McCready, Ltd.); W. F. Martin (Kingsbury Footwear Co.); Fred Smardon (Smardon Shoe Co.); Jos. Brunet, Ed. Somers, Chas. Brouillard, H. Champagne and W. Gard (Eagle Shoe Co.); C. Lachance (Lachance & Tanguay); A. E. Marois and Fred Marois (A. E. Marois, Ltd.); J. M. Stobo, (J. M. Stobo Co.); John Shelby (John Ritchie Co.); A. Stein, (Mount Royal Rubber Co.); A. E. Jones (Regal Shoe Store, Montreal); Harry Gibbins, Montreal; S. E. Wygant (Surpass Shoe Co., Montreal); Geo. Chambers (Kilgour-Chambers, Toronto); Fred Weston (Weston Shoe Co.); C. E. Hurlbut (Hurlbut Co.); A. M. Jarvis, Mr. Murray (Murray Shoe Co.); G. H. Ansely (Perth Shoe Co.).

Style Tendencies as Indicated by Boston Show and Joint Style Committee Report

The National Shoe & Leather Exposition and Style Show at Boston has not been productive of any radical innovations in the style trend. Straps predominated, as was expected, and there is a continuation of the present type of lasts in turn effects for street and afternoon wear. There was a fairly liberal showing of tongue effects, front gored pumps with high tongues covering the goring being in evidence.

The report of the Joint Styles Committee of the N.S.R.A. of the United States and the Shoe Manufacturers' Association, considered in conjunction with the showing at the Boston Fair, constitutes a commentary on the Style Situation which will prove of real value to the retailer.

In welts, the strap patterns continue to feature the same lasts for width and shape of toe and height of heel. Height of heels in calf leather is 10/8 to 13/8; in ooze or flesh finish leathers, patent and kid, height will extend to 14/8. The materials recommended are, in the order named: Patent; brown kid or calf; black kid or calf; medium tan calf.

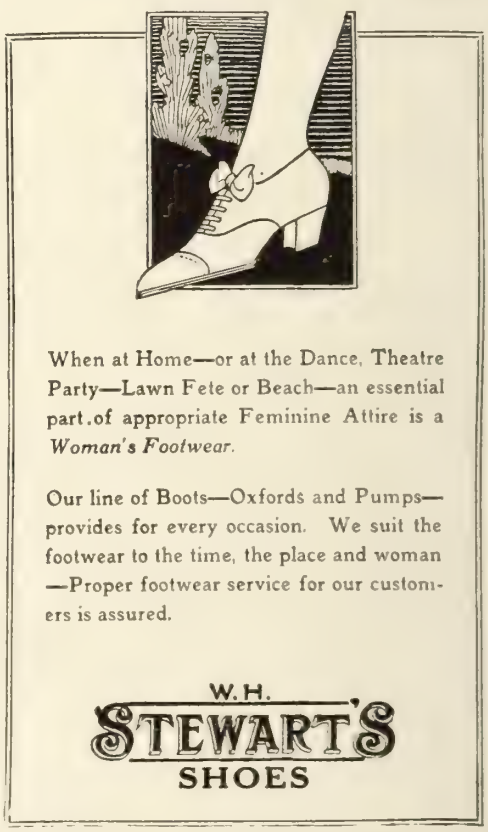
Oxfords—in calf leather, heels, 10/8 to 12/8 to 14/8; in ooze or flesh finish leathers, 12/8 to 14/8; in patent and kid leathers, 12/8 to 14/8.

The following leathers are recommended in oxfords, in the order named: Brown kid or calf; black kid or calf; patent; medium tan calf; some panel effects will be sold in higher grade stores.

In turns for street and afternoon wear, strap patterns will predominate. Height of boxwood heels forecasted, 12/8 to 14/8; height of louis or spanish heels, 13/8 to 16/8. Materials recommended in order named: Patent; satin; black kid or calf; brown kid; fawn, tan or brown ooze with brown or medium tan kid or calf combinations or trimmings; grey ooze with patent, black kid or calf combinations or trimmings; otter ooze with patent, black kid or calf trimmings; black ooze with patent or black calf trimmings; brown satin and harmonious combinations.

Evening slippers—Louis heels, 13/8 to 17/8; boxwood heels, 12/8 to 14/8; strap patterns predominate. Materials recommended: Black satin, silver bullion cloth, and brocades, gold bullion cloth and brocades, silk brocades.

These recommendations refer particularly to the months of October, November and December. It is noted that skirts for formal wear show a decided tendency to lengthen. With longer skirts in evening costumes, the higher heel is sure to be in vogue. Another point mentioned is that in women's wearing apparel for out of doors, the brown shades are expected by modistes to be popular.



This advertisement of W. H. Stewart's, Montreal, is very pleasing in its simplicity, and will appeal to the more exclusive and conservative class of trade. Venturing a criticism, the eye-catching qualities of the ad. might possibly have been improved by a little variation in the type—that is, if the first paragraph had been in larger type and the second in smaller, the effect would have been more striking.

Footwear Accessories
Hosiery ~ Findings ~ Store Equipment

Flaws in Silk Hosiery

Facts About Silk Goods that Every Shoeman who Operates a Hosiery Department Ought to Know

A good salesman can sell anything—but a good salesman won't. He knows that his first duty is to make customers. If he makes customers, the sales will take care of themselves. Consequently he makes it his business to know the product he is selling, its qualities, its suitability for various uses, and how it should be cared for in order to give the best wear and the longest service.

This is one point it is well for the shoe merchant to keep in mind when he installs a hosiery department—particularly if he is going into the high grade goods, as in the case with most shoe stores. Whoever takes charge of the Hosiery Department should learn all there is to know about hosiery in a general way. It is just as important as in the case of shoes for while the problem of fitting hosiery is not one that calls for the same training and knowlerge as is necessary with the leather footwear, the salesman, or saleswoman, is up against the proposition of selling the feminine customer the one article of wearing apparel in which she is a most expert judge of values and regarding which she **is most ready to make complaints.** You can't fool the average woman on hosiery. She'll pick a flaw in it right off the bat, and perhaps she'll wear it for an evening, and if it doesn't suit her, try and force you to make a refund on it. Therefore, we say, **know the goods.**

The requisite knowledge is not difficult of access. Your trade magazine takes up points of interest every issue, and the information, in each case, is gleaned from authoritative sources. The representative of any good hosiery house with whom you do business will likewise be able, and willing, to tell you the facts you should know about the goods and to demonstrate them to you in a practical way by exhibiting them to you in the product itself.

One question on which the shoeman who goes into the hosiery end of the game should inform himself is that of flaws. The first thing a woman will do when she is buying a pair of silk hose is to run her hand into the stocking, stretch it out with her fingers and look for flaws. It is in the silk goods of course that these are most difficult to avoid, on account of the fineness and delicacy of the texture. The following information, for which we are indebted to the Perrin-Kayser Co., dealing with this question of defects and imperfections in silk hosiery will therefore be of interest to a large number of our readers.

Variations in Weight Unavoidable

As the hide is to the shoe industry, so is the raw silk to the manufacture of hosiery. It is the raw material which, after certain refinements, is worked into the finished article. Like the hide, it is an animal product—taken from the cocoon of the silk worm—and, as in the case of the hide, it varies widely in quality and weight. Because of the very character of the product, and the conditions under which the industry of its production is carried on, it is impossible to approach anything like mechanical exactitude in standardization and classification. In purchasing the raw silk, the knitting mill cannot specify a certain exact weight—say, 15 denier (the denier is the unit of measure in the silk industry)—the best they can do is to order 13-15 denier, which means that the raw product received will vary between those two weights, and the separation of the heavier from the lighter strands is a task next to impossible. One of the largest manufacturers on the continent has been experimenting with machinery for this purpose and the results achieved have been gratifying, but the industry as a whole is still having to make allowance for the variation.

The result of this, of course, is that one batch of hosiery will differ in weight and quality from another produced by the same manufacturer from raw silk ordered under the same specifications, and the goods he manufactures from 13-15 denier raw silk may sometimes appear no heavier than the goods another concern manufactures from 11-13 denier silk. The buyer, who does not understand the conditions under which the industry is carried on, will complain about the variation in weight, but the expert knows that such variation cannot be avoined, however willing the manufacturer may be.

This variation is also responsible, at times, for differences in the length of the "boot"—the boot is the silk portion of the stocking up to about the knee, while the cotton portion from the knee upwards is called the top. The knitting machine will be adjusted for an average weight of silk, and when a skein of particularly heavy weight is put on, it produces a very close tight weave with the result that the boot is drawn perhaps an inch or more shorter than it would have been with a lighter silk. The buyer will of course be very ready to critize the brevity of the boot, but at the same time he may overlook that what may appear to be lacking in quantity is more than made up in quality.

Those Cloudy Spots

One of the things that a woman most objects to in her silk hosiery is those little cloudy spots that are sometimes so much in evidence in hosiery of the cheaper grade. In almost any pair of stockings you may discover an example of this if you run your hand into the stocking and make a careful examination. It is nothing more or less than a little fluff. When a high grade manufacturer is preparing the silk before use, all the fuzz and fluff is removed, but in

the actual process of knitting there may be some little friction of the needles which will chafe the silk and the result is a spot such as we have mentioned. This may easily be removed by rubbing with the finger nail for a little time, but of course where a stocking has any number of them, the game isn't worth the candle.

Needle Streaks

Another and more serious fault is a needle streak. This is caused by some roughness of one of the needles which has not been noticed by the operator, with the result that in each row the thread is frayed and a streak appears in the stocking for the full length of the boot. High grade manufacturers always have each pair of stockings examined for needle streaks, and goods exhibiting this defect are graded as seconds.

Sensitiveness to Moisture

Occasionally in the leg of a stocking, variations are apparent in the fabric which seem, to the casual observer, to be the result of a change in the weight of the silk used. This may be due to many causes but the chief one is that of variation of temperature and humidity in the mills. The temperature and humidity, in the best mills, is regulated by artificial means, but even so it varies—and if it happens that machines for any reason have to be shut down for any length of time, there is almost sure to be a difference in the fabric when the work is once more resumed. On this account, it is not allowed to stop machines while in the process of knitting—the set of stockings is supposed in every instance to be run off before shutting down the machines. In the event of the power going off, however, or the occurence of any mechanical trouble which necessitates stoppage, there is almost sure to be that slight difference in the fabric where the work is taken up again. This is due to the fact that silk is extremely sensitive to moisture —more so than any other textile material—and readily absorbs it from the atmosphere, thereby increasing in weight.

Variation in Fabric at Point of Transfer

In full-fashioned goods a similar appearance of change in texture is often apparent at the point where the foot joins the leg. This is due to the transfer of the stocking from one machine to another. The leg is knitted on a flat-bed machine, known as the legger, and from this it has to be transferred to the footer on which the foot is completed. The transfer is a very intricate and delicate operation, involving the taking off of the stocking from one set of needles and placing it on another set. Any minute difference in adjustment creates the line of demarcation at this point.

A knot in the silk is an imperfection which will seldom or never be found in high-grade hose. It is simply due to carelessness on the part of the operator, and constitutes a good and sufficient reason for refusal to accept goods.

After the stockings are knitted they are examined and all exhibiting any of the defects referred to in any marked degree are considered as seconds—**but it would not be feasible to reject hose for every small defect, as that would mean that half of them would require to be graded as seconds.**

However there is a considerable difference in the average run of silk hose as produced in an A.1 mill and that produced in a second rate mill. In the high grade plants, the machines work more slowly, are more carefully kept, have all the parts regulated frequently, and in every respect cost more to run. Then, furthermore, the finished goods are graded more closely and a much larger percentage are put into sub-standards and seconds.

Like almost everything else that is made, the real quality of silk stockings is determined by the care with which they are made, sorted, finished, dyed, pressed and formed, and in all ways worked upon. The cheaper makers go in for rapid production and not too much care in sorting (which means not too many pairs thrown down) while the really first class maker uses the greatest possible care in every detail. As labor is one of the chief factors in the cost of production, it means that the labor costs in a high-grade mill will run 50 per cent. higher than in a mill of the cheaper class. All these things are not self-evident to the inexperienced, but the general average of the goods, their appearance and the general satisfaction they give, is what counts in the long run.

Successful Findings Department

Geo. G. Gales & Company Make a Substantial Turnover on Small Investment

The first and best way to advertise goods is to show them. Set them before the prospective customer's eye, and what the eye sees it will covet. The written and the spoken word carry powerful suggestions, but it is through the actual presentation of the merchandise and the suggestion that reaches the mind via the optic organ that the most sales are undoubtedly made. This applies to large goods and to small, to cheap goods and expensive, to tools as well as to automobiles, to findings as well as to shoes. In the case of findings, larger sales would undoubtedly be made in shoe stores and repair shops, if there were better and bigger displays. There are many articles that will actually sell themselves without any sales' effort on the part of the attendant.

Well Shown is Half Sold

A good illustration of the value of attractive display is the findings department of Geo. G. Gales & Company, Montreal. One enters the store and on the left hand, just inside the door, is an exhibit of findings which literally forces itself upon the customer's attention. There is a large show case, at the rear of which is a wall fixture which provides for an extensive display. The interior of the show case is fitted with a wood fixture with receding shelves, like steps of stairs, which allows of the greatest possible variety of goods being shown in the space available. The arrangement of the department and its display facilities are illustrated in the accompanying cut.

A wide range of findings is carried—laces, polishes, in all the popular makes, shoe trees, foot appliances, and various attractive specialties and novelties. A saleswoman is in attendance all the time and has the responsibility of keeping the department neat and attractive and seeing that the stock does not become depleted. Mr. Caswell, the store manager, states that the department is proving really profitable. The investment is comparatively trifling, and the stock is turned seven or eight times a year.

Novelties Attract

It has been found advantageous to feature useful novelties as they appear. For instance, a little fold-

ing pocket shoe polisher, selling at 25 cents, has been given a prominent place in the display during recent weeks and the sales have averaged a dozen a day. Shoe trees are an item for which there is a big demand. An adjustable type of tree is carried, two sizes in which will fit any shoe the firm sells. All the well-known polishes are stocked. At the moment, there

The Findings Department in the Gales store occupies a prominent location to the left of the entrance

is a large sale for polishing outfits, as a result of the summer traffic and the plans for vacations. Among the foot appliances, the bunion reducer is one of the most lively items, while one of the most expensive is the silk elastic arch support.

There has been no newspaper advertising referring specifically to the findings department. The management has depended upon its prominent location to bring it to the public attention, and this has proved a successful policy.

Demonstration of Griffin Products a Striking Success

In our last issue we told of a demonstration of Griffin polishes and dressings, which had been held in the shoe department of the Robert Simpson Co., Ltd., Toronto. Was it a success? Well this is what Mr. Waller, manager of the department, has to say about it.

"During the first week, 5½ days, we did $400 worth of business in these polishes alone, having taken all the other polishes to a separate counter.

"We are continuing the demonstration without advertising and have run from $275 to $300 a week. We might mention that prior to this campaign of Griffin's, we ran about $60 to $75 a week."

Here is practical and conclusive proof of the value of demonstration in promoting the sale of articles such as shoe findings. There seems to be a tendency in shoe stores to overlook the possibilities of this method of publicity, in some cases due to lack of initiative, and in others, no doubt, due to conservatism. However, a high class demonstration can be put on, even in an exclusive store, without cheapening it in any way, and as a means of arousing the interest of the public, it appears to be unexcelled.

What do You Know about Shoe Dressings and Polishes?

Some findings men complain that the average shoe merchant and his salesmen do not try to know as much about the various articles sold in their findings department as they ought to. In the matter of polishes, for instance, they declare that few shoemen take the trouble to enquire into the qualities of the various makes and their suitability for various types of footwear. Yet this is a most important matter. The care a shoe receives has a marked effect upon the amount of wears it gives, and of course the wearing qualities of his merchandise helps to make or break the reputation of the shoeman. Good shoes suffer from the use of cheap, unsatisfactory polishes, which may produce a shine, but which do not conserve or protect the leather, and in some cases no doubt actually injure it.

This is a subject which is worth investigation on the part of the shoe merchant. Ask some of the manuafcturers with whom you do business what make of polish they would prefer to have used on their shoes. Try it out for yourself. Make a little experiment with your own shoes and those of the members of your family. Compare the results in wear of shoes that receive home treatment exclusively and those that make frequent visits to the shoe shine parlor. When you **know** from actual experience, you are in a position to give your customer sound advice.

Agency for Clarke Foot Measurer

The Canadian Shoes Findings Novelty Co., Toronto, has taken the Canadian agency for the Clarke Foot Measurer. This is a practical device, which, when the customer places his foot upon it, shows the exact length and width of shoes required. It has also the advantage of attractive appearance, being made of aluminum and nickel steel.

Ideas are Worth Dollars

Did you read the article, "Make Your Findings Department Pay the Landlord," by Oliver M. Brooks, in the July issue of Footwear in Canada? Those who did, we believe, got real meat out of it. Mr. D. J. Hutchins, of the Great West Saddlery Company, Ltd., Calgary, comments upon it as follows: "I just want to say that I think this is one of the best articles I have seen on this subject for a long time, and in fact, if possible, we would like to have a few copies of this run off and send these out as mail inserts with our invoices and letters." Never pass an article over in your trade magazine until you have made sure whether or not there is something in it for you. You may be overlooking an idea that might be worth a hundred dollars to you.

Proceedings of Ontario Federation

Met in Second Annual Convention at Hamilton July 26-27— Valuable Discussions on Topics of Paramount Interest.

The infant provincial organization of repairers celebrated the anniversary of its birth in Hamilton on July 26-27. The shoe repair trade, like every other, has been having its troubles as a result of present conditions, but the Ontario Federation is alive and kicking, and it's got a hefty kick for its age. The gathering at Hamilton may, we believe, be fairly said to have represented the cream of the industry in the province. Take a look at the group photograph reproduced with this article. These men are not back numbers, they are front benchers. They are business men who have placed their own shops on a basis of business efficiency and are determined to do all in their power to elevate the status of the trade to the point where it will take second place to no other in progressiveness and efficiency.

The members of the retiring executive worked hard and gave unsparingly of their time to make the convention a success. On the Hamilton members, in particular, a large share of the burden fell, and much credit is due them for the ready way in which they shouldered it.

Wednesday A.M. Session

The convention opened on the morning of Wednesday at 10 o,clock with President Frank H. Revell, in the chair. The minutes of the last annual meeting were read by the secretary, A. R. Wilton, and accepted on motion of Chas. Robertson, seconded by Walter Stevens.

President Revell made a brief address in which he extended a most cordial welcome to the visiting delegates to the beautiful and ambitious city of Hamilton. He said that he wanted it understood that the meeting was to be absolutely informal and that everyone should be perfectly at home. All were invited to express themselves without hesitation on the various matters which would come up for discussion.

The first paper on the programme was by Mr. S. Roy Weaver, manager of the Shoe Manufacturers' Association of Canada, and the Shoe Wholesalers' Association of Canada, dealing with the subject, "Some present-day shoe repair trade problems."

Some Present Day Repair Trade Problems

Advertising men have coined a motto of two words which I would commend to the officers of this Association. It is "Avoid Substitutes." Both myself and my subject are "substitutes" at this gathering. I am taking the place of someone who was to address you on "Early Closing and How to obtain it." I do not know anything about the early closing programme of the shoe repair trade and shall not venture to comment on that question except to say this,—that I believe the successful application of the early closing idea is dependent upon a long process of education of the public and is contingent upon effective organization of your trade. The lot of the shop-keeper in most lines is wearisome. In many cases all the real work could be done easily in 9 or 10 hours per day, with the afternoon off on Wednesday. If you can educate the public to bring their work within those hours, early closing would not involve any curtailment of useful productive effort. It would be merely a saving for recreational or other purposes of time now wasted. On the other hand, in communities in which many of the repair men are not members of your organization and especially where the public has not been educated to early closing by its adoption by other classes of retail stores and shops, the problem is difficult and premature action is dangerous. From my limited knowledge of the shoe repair trade, I am inclined to believe that there are many problems more urgent and fundamental than early closing and many difficulties more serious even than long hours.

Before proceeding to deal with some of these problems and difficulties, let me say that I appreciate this, your second invitation to me to address you at your annual gatherings. When I was asked to speak to you this year, I objected on the ground that I had talked to you a year ago and that I had nothing more to say. Your representative very kindly gave me permission, if necessary, to go back over some of the same ground which I endeavored, in a very hurried way, to cover last year. Part of what I have to say today, may be in the nature of repetition but I trust that it will not all be so. I still feet that I am somewhat of an interloper presuming to speak to men of whose problems I have little intimate understanding, but I warn you not to give me another invitation next year or I may commence to think I know something about the repair trade and be tempted to open a shop to test my theoretical ideas.

Business Management Essential in Repair Trade To-day

To too large an extent in the past the shoe repair trade has not been looked upon as a business, subject to business management. Too often the repairer, with no business training, has opened a little shop, adopted a scale of prices more or less haphazard, bought supplies on credit, made no effore to keep books, but used as much of the receipts of the business as were needed for living expenses. If he had enough over to pay his bills he was counted successful. If not, he moved. The fact that a man is a competent shoe repairer does not ensure his success as a shop proprietor. Executive ability and business management are needed more today than ever before. It is not surprising, perhaps, that there are in the repair trade not a few who do not stand the test. Your trade is one of the oldest, but it is only within the last few

years that it has attained to the status of a business. The adoption of machinery in shoe repair work started the change. I was surprised to learn that the first Goodyear stitcher employed in Canada for repair work exclusively was a machine leased to Mr. Walter Burnill and installed in his shop in Toronto as late as March 15, 1905. That machine was operated up to two years ago when it was returned to the United Shoe Machinery Company and a new one supplied. An earlier record shows that a Goodyear Stitcher was shipped to Messrs. R. Dack & Son, Toronto, on September 1, 1892, but it was used principally for custom work. Since 1914, particularly, the machinery development has been truly wonderful and today probably 80 per cent. of the shoe repair trade shops in Ontario are machinery equipped. The adoption of machinery processes for repair work afforded new scope for the application of modern business principles and during the war your trade was revolutionized. Under the new conditions in the shoe repair business, the repairer who fails to keep pace with the new order must disappear. We may, I imagine, find that the casualties will be rather numerous.

A Severe Criticism of the Repair Industry in the States

It is claimed that in no other country in the world are there such modern shoe repair shops as in the United States, nor is shoe repairing more efficient. Yet one of the speakers at the seventh annual convention of the National Leather & Shoe Finders' Association, held in Kansas City last year, made this striking statement:

"There is a very large percentage of all the work done that is very inferior as to quality. During war times when the prices of shoes have been high, the inferior workmanship has been accepted, when perhaps at a very much lower cost of footwear it will not be accepted. It is not wholly a question of cleaner shops, better shops, nor better materials, although those help, but one concerning machinery. More machinery is necessary and will be forthcoming, but better use of machinery is the first consideration. . . . . **Many shoes are today returned from the shoe repairer that, except outwardly, are in as bad a condition as they were when they were delivered to the shoe repairer: he has mended them in one place and damaged them in another. We look forward to the time when shoes will be repaired with the same security and satisfaction that the carpenter repairs your house or a painter repaints it.**"

That is a severe indictment of the shoe repair industry in the United States, Gentlemen. You know better than I do the extent to which those remarks are applicable to Canada. I sincerely hope and believe that the percentage of inferior work here is not as large as in the United States, but whatever be the proportion of inferior work here it is still too large and there would appear to be room for improvement.

Educate the Public to the Differences in Leather Values

The greatest need of your industry seems to be betterment of the service which you render to the public and the more general adoption of approved business principles and standards. The shoe repair business is peculiar in that the repairer and not the customer selects the materials to be used and has the whole thing largely in his own hand. That responsibility places upon you a moral duty to give the best of materials possible for the price which you charge. Otherwise you are not only ruining your own trade but bringing discredit upon the entire shoe repair industry. Yet I am informed that in a few cases at least repairers are charging the highest prices for work done with inferior materials. There is as much difference between the best leather and the poorer grades as there is between porterhouse steak and brisket and your customers should be educated to the fact that leather comes off the carcass of the animal in about the same relative values as does the meat. In some of the shops in the United States and in at least a few here, customers are offered a choice of leather, the price of the job varying with the quality of the material used. The repair shop patron actually chooses the leather to be used, in the same way as a man ordering a custom made suit himself selects the cloth. That plan is said to help the better service shops in competition with repairers who offer lower prices but use inferior materials. The repairer who is not an expert in the selection of leather will do well to deal with a supply house in which he has confidence and to pay a fair price, rather than to accept, because of a small apparent saving, goods which may be inferior in quality.

Too Much Laxity in Meeting Obligations

No one expects the shoe repair shop to keep an elaborate set of books of account. Some of you do keep creditable records and even have your books audited. All should keep trustworthy records of financial transactions. I hold no brief for the supply houses, but I understand that of some 1,200 shoe repairers in Ontario, at least 400 are overdue in payment of their bills. I do not mean that as many as that are habitually overdue, but the figures indicate altogether too much laxity in meeting obligations for a trade which carried comparatively little stock and which sells for cash. Do you realize the extent to which difficulty in making collections and bad debts add to the cost of everything which you purchase. Your business, fortunately, is on a cash basis so far as payment for your work is concerned, and you cannot plead poor collections as an excuse for slow payment of your bills. Perhaps the most unfortunate feature has been the fact that those repair men who meet their obligations promptly have been obliged to pay a part of the necessary loading for bad debts and collection costs. In other words, there has not been adequate discrimination in the past between good, bad and indifferent accounts. The good accounts have not obtained the proper rewards of their goodness nor have the unsatisfactory accounts been obliged to suffer the full penalties of their badness and to carry the additional burden which they themselves create.

Tendency Toward Greater Care in Granting Credits

Credit has been given too carelessly in most lines of business, from the banks right down to retailers. The costs of that carelessness have been frightfully heavy under conditions of business readjustment from war-time proportions. Business men have learned a lesson and to a greater extent than ever before they are seeking to place the granting of credit upon a sound business basis. They are organizing for an exchange of credit information and there is reason to believe that henceforth those accounts which are prompt and thoroughly satisfactory in their business dealings will be accorded more consideration and preferences than in the past, and the accounts which

are unsatisfactory may find it more difficult than it has been in the past to run into debt to one supply house, and then be able to run up credit with another. Such services as that of the Canadian Credit Men's Trust Association, Limited, are being used to an increasing extent. The Shoe Manufacturers' Association of Canada has instituted a limited credit service for its members, supplementing that of the Canadian Credit Men's Trust Association, Limited, and I understand that the houses from which you purchase supplies have formed a Jobbers' Association which has developed an efficient service of credit information to its members. Primarily, of course, this action has been taken by the findings men for their own protection, but I believe that it will be in the interests and to the advantage, also, of the better elements in the repair trade. Let those complain, if they will, who suffer, but complaint will be an acknowledgment that they have not been meeting their obligations in a proper business-like way. Instead of criticizing the Shoe Finders' Association, I believe that it would be abundantly worth while for your organization to urge upon the shoe finders the desirability of still further protection to the repairers who pay their bills promptly, against irresponsible men who mean unfair competition.

Co-operation with the Wholesale Houses

Closer co-operation between your association and the finders' association would be greatly to the advantage of the repair trade. In the United States, a similar organization of the supply houses is doing much to improve conditions in the shoe repair business. A magazine, entitled "Shoe Repair Service," has been published and is much appreciated by the repair men. I do not suggest that a similar publication be issued in Canada, but I would urge upon your executive committee the desirability of co-operating closely with the executive committee of the Shoe Finders' Association and utilizing space in the existing trade papers for suggestions and information of interest and value to the trade. I would suggest that a Publicity and Educational Committee, consisting of two or three representatives from this association and the same number from the Shoe Finders' Association be named to look after publicity in the shoe trade papers, to offer suggestions to the repair trade and for similar purposes. When I had the privilege of speaking to you a year ago I ventured the opinion that it was a mistake to try to improve conditions in the repair trade by an effort at price fixing, because prices are influenced by many factors and considerations beyond your control. At that time I expressed the belief that you should place the emphasis upon education and co-operation, for it is upon those principles that most of the successful trade associations have been built. I am convinced that whatever success you may attain will be principally through educational work and a Publicity and Educational Committee of the repair men and the finders would be an effective agency for that purpose. Such a committee could do much to encourage and assist the shoe repairers to place their trade on a more satisfactory basis and also to educate the public to discriminate between good and inferior shoe repair service. I believe, also, that it would be advantageous for the executive committees of the Shoe Repairers' Association and the Shoe Finders' Association to meet together periodically. By a frank interchange of views, and discussion of trade problems, many misunderstandings could be avoided and in co-operation you could do much to advance the interests of the repair trade.

Now, gentlemen, if I have been somewhat critical in some of my statements, I trust that you will interpret my remarks in the spirit in which they are intended. I recognize that some good results already have been accomplished by your organization and wish you continued success and still greater usefulness. If in my remarks to-day there have been any thoughts worth remembering, I think they are:—

1. That better shoe repair service should be your aim and that it is the duty of each repairer to protect the reputation of your trade.

2. That shoe repairing now is a business and must be done on a business basis and that business methods pay and will pay more, from now on, even than they have in the past.

3. That it is going to be worth while for shoe repairers to meet their bills promptly and those who are remiss or careless in this respect will suffer.

4. That the new Association of Shoe Finders' should be regarded not as an enemy but as an ally and that co-operation between that association and your own will be much to the advantage of the shoe repair trade.

Arthur Butterworth (Toronto) expressed high appreciation of Mr. Weaver's address, and hoped the depairers would take the remarks to heart and act upon them. The suggestion with reference to co-operation with the jobbers' association was particularly worth consideration—for, as he saw it, the sooner the wholesale houses tightened up on credits, the better for the businesslike repair man who paid his bills promptly and kept out of debt. At present the good man was paying for the bad debts and failures of the unreliable repairers.

S. Burnett (Toronto), in moving a vote of thanks to Mr. Weaver, said that he felt Mr. Weaver's remarks should be an incentive to every man in the trade to join some organization, for only by organization could the things referred to in the address be accomplished.

On motion of T .Smith (Brantford) it was decided to change the order of business and hold the election of officers and take up the question of the next place of meeting on Wednesday instead of on Thursday, as shown on the programme, as some of the delegates were planning to go home the same day.

Wednesday P.M. Session

Mr. W. S. Pettit (Brantford) was next called upon to read a paper on, "The right way to figure prices of shoe repair work."

The Right Way to Figure out Prices of Shoe Repair Work

You will notice by your programme that I have been given a subject of utmost importance to all who are connected with the shoe repairing industry. "The Right Way to Figure Out the Price of Shoe Repair Work." Last year at our convention I gave a paper of some length, and the consequence was that it cut down the time for discussion. As this is a subject that is open to considerable contradiction, I wish to deal with it very briefly and pass it on, that we may hear some others give their ideas along these lines.

It may fairly be said that the delegates at the Hamilton convention of the Ontario Federation represented the cream of the trade in Ontario. Take a look at this group. None of these men are back numbers—they're all front-benchers—wide-awake business men who are determined to do what they can to modernize the repair industry as a whole, as they have modernized their individual concerns.

Is the Present Method of Charging, Fair to Customer and Repairer?

"The Right Wey" means the correct or just method I would like to ask each man here if he thinks our method of making our charges is the right and just way. If a customer comes in with his shoes that only need top pieces, should he be required to pay as much as the man who needs a couple of lifts and top pieces? If a lady brings in a pair of medium grade black, Goodyear welt shoes and wants sewed soles and heels, should she pay as much as the lady who brings a fine white kid shoe and wants the same job, and the best you can give her? Naturally you say "No". But I believe that is eight shops out of ten sewed soles are such and such a price, and heels repaired cost so much money, irrespective of quality or condition of the shoes.

I would also like to ask each man his opinion on the method I spoke of last year, namely—time and material plus overhead. However, as the present way is to adopt a minimum price list let us consider the next phase of our subject. "To figure out the price of Shoe Repair Work." What the trade needs is a set of costs, or a table which would take the form of a ready reckoner, that anyone could refer to and see at a glance how much leather of different gauges and prices he would use on each of the different types of shoes which go to make up a days' work. That table should also show the approximate cost of nails, thread, inks, wax, sand-paper, etc., that would be used on a man's sewed sole, a nailed sole, or any of the other classes of shoes we have to repair. For these figures it would be necessary to reckon from a basis of fifty or one hundred pairs, which could more readily be done in some of the larger shops.

Exact Costing Impracticable

While leather varies so much in quality even in the same roll, and human skill in cutting varies so much, it will never be possible to arrive at absolutely the exact cost of all materials. Wages are, of course, a well known quantity and are simple to deal with.

When we enter into the question of overhead, or operating expenses, the difficulty will at once be seen of trying to put the cost of repairs on a scientific basis. I find these expenses depend greatly on location, turn-over, and equipment, and that they vary from 10 to 25 per cent. of the total takings, but I believe a fair average would be about fifteen or sixteen per cent. They include a great many items that are overlooked or ignored by the majority of shoe repairers. For a repairer to find out the percentage of costs for overhead he must total up his rent, heat, light, power, insurance, taxes, express, freight, postage, advertising, wrappings, telephone, delivery, bad debts, repairs to machinery, tools, furniture, depreciation on the same, interest on investment, and so on. This total must be taken and figured down to an hourly basis.

Then with that table of costs for materials, and with the wages figured out in the usual manner, I think we must be getting pretty close to the cost of repairing shoes. Did you notice that I said the cost? When you start to figure, do not overlook this point, because as yet we have only the cost, and to this cost must be added the profit that you wish to make, and then you will have the selling price of shoe repairs.

As I said before, it is not possible to be scientific, but it is possible to be systematic, and to arrive at a basis which enables a repairer to form a fairly close estimate of what he is doing, how he should figure out his prices, and what he should charge for his repairs.

A hearty vote of thanks to Mr. Pettit for his paper moved by Walter Stevens (Brantford) and seconded by H. Henderson (Hamilton) was carried by the meeting.

Discussion of Prices

S. Burnett (Toronto) said he thought the whole tenor of Mr. Pettit's remarks was to suggest that the repairers, as organized workmen, should do something in an association way to get at a solution of the problem of price determination. If it was possible for the manufacturers to inaugurate a costing system for all grades of work, would it not also be possible to organize a cost accounting system applicable to the shoe repair trade.

Geo. H. Llewellen (Hamilton) moved that some action be taken to work up a cost accounting system along these lines.

Arthur Butterworth (Toronto) thought it would be very difficult to arrive at any standards of cost in shoe repair work. The reason, he said, was that there were scarcely two jobs alike that came into a shop and that there were scarcely two men alike who handled them. One man would put on a pair of half soles and heels in twenty-five minutes; another would play with them for an hour. There were also wide variations in the quality of materials used in various shops and in the overhead that had to be charged against the jobs. In manufacturing, conditions were more nearly standardized and the manufacturer had an entirely new product to work on, but with the repairer, the good jobs had to pay for the bad and the little ones for the big.

Mr. Pettit said he would like the opinion of the

convention on the two-grade price plan, and also whether the association should attempt to make their members live up to a minimum price list.

"This has been talked of for a hundred years." said George Fex (Kingston). "Attempts to fix prices are useless. Suppose you make two prices, who will keep them? You people today are not repairers—you are shoemen. The repairer is the little fellow on the corner, who will work for what he can get, regardless of your price lists. A discussion of prices is a waste of time."

Use the Price List as a Guide

Charles Robertson (Toronto) pointed out that in Toronto a price list had been drawn up as a guide, not as a compulsory schedule, and he thought it would be well if the same policy were followed in other Ontario towns and cities.

W. H. Thorne (London) said that as soon as two prices were adopted the association might as well be thrown up, for that all would soon be working to the lower one. If shoes brought into the shop were not worth a fair price to repair them, the repairer should not undertake the job.

Chas. Robertson (Toronto) made a motion that the Federation sanction the idea of a one-grade price list throughout Ontario, as a guide, the authority to draw up its own list, however, remaining with each local association.

Several members raised objections to this resolution on the grounds that if a price list were to be issued merely as a guide, it would be non-effective. Others, however, pointed out that the supposedly compulsory minimum was no more effective, for many had not lived up to it, while at the same time it prevented many repairers from coming into the association.

W. S. Pettit moved as an amendment to the original motion that the Federation sanction the idea of a one-grade price list and that they suggest its use as a guide; and, further, that the Federation issue a price list for the assistance of the local associations in drawing up their schedules.

The amendment, seconded by H. Henderson, was carried.

An interesting paper was next presented by Thos. Grayson, president of the Hamilton Shoemakers' & Repairers' Association, on "The Development of an Up-to-date Repairing Business."

The Development of an Up-to-date Repairing Business

For some reason or other, shoe repairing in the past has never been regarded with the highest respect or considered to have the dignity that is accorded to some of the professions, and I think that perhaps the reason for this, and the remedy thereto, is with ourselves. The public value us largely at our own estimation, and I am of the opinion that shoe repairers have never held themselves or our trade in sufficiently high esteem to compel the respect that is accorded to some other businesses.

The manner in which we equip and operate our shoe repairing establishments, the methods which we use, go a long way to forming the public estimation of our trade. Remember the man who is conducting up-to-date business, even if he is your competitor, your actual rival, is worthy of your respect, because he is helping to elevate our business, your, and my, chosen trade, in the eyes of the general public.

The Status of the Trade Must be Maintained by the Individual

Frequently, you will find the shoe repairing business conducted under conditions that are well nigh deplorable, in some obscure little shop, and amit dirt and surroundings that shoemakers themselves, would not tolerate in any other line of business. Why should the public be expected to respect, or look up to, or patronize a business that we would not patronize ourselves, if we were connected with any other trade or calling? The responsibility of the man who is conducting a business to-day is more than individual; it is universal to his trade, for he plays his part in forming the public opinion of his chosen calling as a whole.

The introduction of efficient and practical machinery for shoe repairing has been revolutionary in lifting a burden of toil and drudgery from the business, and has, perhaps, been the biggest factor in assisting to elevate our trade to a point where it will bear comparison with other lines of business. But, gentlemen, you must consider this, that having machines in the store does not altogether constitute an up-to-date, modern shoe repairing store. There must be more than machines if you want to run a successful business. The store must be well-appointed, nicely-arranged, so as to handle the work with despatch. It must be kept clean and tidy in every respect, with plenty of accommodation for your customers. Neatness is a quality which must not be neglected. System and order are outward signs of an enterprising business.

The question of location has an important bearing not only on a business, but on its method of development. If a shop is located in the centre of the business district, the problem is to get the volume to cover relatively high overhead charges. Such a shop must establish a reputation for a variety of work done quickly, and at relatively moderate charges, the trade being largely transient, or of people whose business is near the shop.

The man who is in, or near, a residential district, however, must educate the public to come to him. He may have to call and deliver a certain amount of work, and, if so, it will be necessary for him to get a good figure for his work and service.

Show windows are one of the Most Effective Mediums Of Advertising

Advertising is a complex and much discussed question. One of the troubles with a great many, when they start advertising, is that they expect immediate results. It can't be done. Perhaps you will not see any real direct results, but steady well directed publicity will have an effect well worth the money invested in it. Ask any individual why he or she patronizes a certain repair man, and almost invariably you can trace it back to some form of advertisement—an attractive store, both inside and out, a sign, an advertisement in a local paper, a hand bill, folder or circular letter, or, it may be a clean well-dressed window, which to my mind is one of the best means of advertising, and certainly the cheapest. For actual practical results there is nothing more valuable to the repair man than the show window. It can be kept attractive at all seasons of the year, and constitutes real advertising, and secures good returns which no

Here are the officers and councillors of the Ontario Federation of Shoemakers and Repairers elected for the coming year. Back row left to right, —S. Rogers, Brantford; Thos. Grayson, Hamilton; T. Smith, Brantford; Walter Stevens (secretary-treasurer), Brantford; A. Johnson, Brantford; Geo. Fex, Kingston. Front Row. left to right,—W. H. Thorne, London; Walter Legg (vice-president), St. Catharines; W. S. Pettit (president), Brantford; F. H. Revell, Hamilton; Arthur Butterworth, Toronto; S. Burnett, Toronto; Wm. Inglis, St. Catharines.

business man can afford to overlook. But what must be remembered is that all the time effort and money spent on advertising to get a customer into the store is nullified if the service rendered is not satisfactory to your customer. On the other hand, a satisfied customer represents a continual and increasing return on your investments.

The question, then, you may ask, is: how are you going to satisfy customers? By treating them with due respect and cultivating a pleasing manner of address. Let them feel that you are interested in their requirements. Promise the work for a certain time, and see that it is ready for them when they call. Give the best material, good workmanship and service, and I feel sure that you will then satisfy the most particular customer.

You Must be a Salesman as Well as a Shoe Repairer

Any man who wishes to conduct a successful shoe repairing business today must be more than just a shoe repairer. He should be a salesman as well for the introducing of side lines, which constitute a very important part of the business today, and there are many which every shoe repairer can handle, such as polishes, brushes, insoles, laces, shoe trees, workmen's gloves and mitts, etc., all of which leave a decent margin of profit, and when nicely displayed both in the window and in the store, form a real attraction and undoubtedly increase the business.

While so many shoe repairers continue to give sanctuary to idlers, who sit and talk by the hour together, there will always be room for establishing modern up-to-date shoe repairing stores, whose proprietors will attend strictly to business. The benefits from increasing efficiency, with correspondingly increased profits, the improved working conditions, and the added prestige and dignity, and the increased self-respect coming from modernized methods of shoe repairing, are points which no repair man can afford to overlook.

The advantage of modern methods of shoe repairing, as I see them, are threefold—the advantage to the general public, the advantages to our trade in general, and many other advantages, both physical and financial, to the individual who practices them. The modern shoe repairer who operates a really up-to-date shoe repairing establishment, is giving a public service, and filling an important place in the community, which will insure that in the future the shoe repairing industry will be able to assume its proper place, co-equal with any other line of business.

A hearty vote of thanks to Mr. Grayson for his paper, moved by Walter Legg and seconded by T. Smith, was unanimously carried.

President Revell at this point named a Nominations Committee to bring in a slate of officers for the coming year for the approval of the convention. The members were S. Burnett (Toronto), W. S. Pettit (Brantford), Walter Legg (St. Catharines), W. H. Thorne (London), Thos. Grayson (Hamilton).

Arthur Butterworth, president of the Toronto Association, extended a cordial invitation, to those in attendance to come to the picnic of that organization at Centre Island on Wednesday, August 2.

Next Convention to Meet in Brantford

T. Smith, on behalf of the Brantford Shoe Repairers' Association, invited the Fededration to hold their next annual convention in Brantford.

On motion of T. Grayson (Hamilton), seconded by A. Johnson (Brantford), the invitation was accepted.

The report of the Nominations Committee was then presented by Walter Legg (St. Catharines) and was unanimously accepted by the convention electing the following officers for the ensuing year:

President, W. S. Pettit, Brantford;

Vice-president, Walter Legg, St. Catharines;

Secretary-treasurer, Walter Stevens,, Brantford;

Councillors: T. Smith, A. Johnson, E. Rogers, Brantford; Geo. Fex, Kingston; S. Burnett, Arthur Butterworth, Toronto; F. Revell, T. Grayson, Hamilton; W. H. Thorne, London; Wm. Inglis, St. Catharines.

Following the election, W. S. Pettit, the newly-elected president spoke briefly, thanking the delegates for the honor they had done him and asking the co-operation of one and all in the Federation's efforts to further the interests of the industry during the coming year.

The Banquet

The banquet was a gay affair. One and all entered into the spirit of enjoyment and dull care could find no place at the festive board. There was a tempting menu to which full justice was done, and as an aid to digestion, the various items were interspersed with the old-time choruses, which were sung with a gusto that suggested the presence of leather lungs—but the general effect was as mellow as the best oak tannage.

When the apple pie and coffee had followed young chicken and green peas to their last resting place, President Revell arose and proposed the toast to His Majesty the King and the stability of the roof was tested with the National Anthem and the "Maple

Leaf." A solo by Mr. Frank Parkinson drew enthusiastic applause, and more choral work followed, "Bill" Ingliss and Charlie Robinson starring.

It was Al's turn next (it's superfluous to mention that we refer to Al. Wallace). To him fell the pleasing duty of proposing the toast to the shoe repairers' associations, which he did in his own inimitable way. "Work with us and we'll work with you," was the gist of his message with reference to the co-operation of the Federation with the Jobbers' Association, of which he is a member.

Responses to the toast were forthcoming from Arthur Butterworth (Toronto), A. Johnson (Brantford), W. Inglis (St. Catharines), W. H. Thorne (London) and T. Grayson (Hamilton).

Then came more music, including Scotch songs by "Scotty" Proven, and from the reception these received, it seems as if some of the repair men hae seen the bonnie banks of Clyde.

The toast to the wholesale trade was proposed by the newly-elected president, W. S. Pettit. The wholesale trade and the repair trade, Mr. Pettit said, had many things in common. Our interests were their interests and their interests were our interests. It had been largely through their help that the various local associations and the federation had been enabled to carry on so well, and as president for the coming year he asked the same co-operation for his term of office as had been accorded in the past.

Messrs. Mather, Vine and Fisher responded to the toast.

Thursday A.M. Session

The Thursday morning session opened with Mr. Revell in the chair.

Mr. Miller suggested the advisability of the executive considering the confining of the convention proceedings to one day next year. The matter was placed in the minutes for the consideration of the incoming officers.

The subject of early closing was taken up in a brief but interesting address by T. Powell (Hamilton).

Discussion of Early Closing

Mr. Powell said he thought early closing was a question of vital importance to their organization, for two reasons. In the first place, the conditions existing to-day tended to produce unfair competition among the repairers, and in the second place these conditions had an adverse effect upon the community by affecting the standard of citizenship. He cited as an illustration of the difficulties encountered the case of a repairer in his own vicinity who worked in his shop from early morning till 10 o'clock at night.

"I have been keeping two men working in my shop," said Mr. Powell, "and I feel it is my duty to give them as steady employment as possible. If I cannot pay them a fair living wage, how are they going to keep their families? At the same time, I am up against the competition of the man who works all hours and employs no one. Now it seems to me that if we could set a fixed hour for closing, it would help. For that man, being compelled to close at a reasonable hour, would have to employ some one in order to make a living working the shorter day."

Concluding, Mr. Powell said he would like to see the Federation set propaganda on foot to impress upon the trade the importance of securing reasonable hours of work in the repair industry. He thought the local associations ought to approach their town or city councils, as he recently had noted had been done in Victoria, B. C., with a view to seeing what could be done to forward this matter.

Discussing the questions brought up by Mr. Powell, Mr. Revell said he felt very strongly that the wholesale houses should discriminate in favor of association members, as against non-members who cut prices, so as to curb unfair competition. The matter of working hours he said was very hard to control, as each individual had a right to his opinion as to how long he should work. In his own early days he had kept at it 12 or 15 hours a day in order to save money, but he had found as a result that the doctor's bills he had to pay to build up a run-down constitution more than ran away with his savings. He hoped therefore that the Federation would be able to take some action that would help to improve conditions.

Are Repair Shops to be Classed as Factories or Stores?

Walter Legg said that in St. Catharines they had this matter up under consideration and had got in touch with the city council, with the result that a by-law was brought forward to enforce uniform hours of closing. The necessary names were on the petition, but when it came before the city solicitor, he held the matter up on the grounds that the repairers were not operating stores but workshops, and that in a workshop a man was entitled to work whatever hours he pleased. If the by-law went through, the solicitor said, they must be rated as stores, and as such their business tax would be considerably increased. The matter was therefore never pressed to a conclusion.

Mr. Legg did not think that it would be feasible to use compulsion at the outset in any case "Take the man who can nail a piece of leather on a shoe and starts a shop in his own front room—what power have you got over him? You can't go at him like a bull at a fence. What you've got to do is to educate him."

T. Grayson expressed the opinion that if they could legislate for early closing the matter of prices would regulate itself. When a man worked 12 or 15 hours a day, he could afford to do work cheaper, but if he was curtailed to a 9 or 10 hour day, he would have to bring his price up.

Wm Inglis said they had had the early closing movement in St. Catharines since 1913. He did not think it was necessary to bring the city council into the matter at all; what they should do was to get together in their associations and educate their members and decide upon a closing hour that would be fair and reasonable.

Curtailment of Working Hours Raises Wages

A. Miller (Hamilton) said that the history of the labor movement all over the world had shown that according as you curtail the man's hours of work you raise his wages. He felt that something should be done in the matter, and made a motion that the councillors resident in Toronto should be instructed to wait on the Attorney General to see whether the law with regard to early closing could not be put into effect so far as the shoe repair trade was concerned throughout Ontario.

In seconding the motion, H. Henderson (Hamilton) said that he had been closing at 6 p.m. for years and since he had adopted that policy he had found that his receipts weekly, monthly and yearly had

doubled and tripled. Every Wednesday afternoon, too, he shut shop and got out in the open air. He believed the day was coming when the repairers would not work more than eight hours.

W. S. Pettit declared that the public needed to be educated to support the shops that worked fair hours. The newcomer would drop into the first shop he found open, because he never gave the matter a thought. In St. Thomas there had been an effort to put through an early closing by-law, but the city solicitor had expressed the view that the repair shops being classed as factories no man could be forced to close. If their businesses were subject to merchants' taxes, however, they should surely be able to take advantage of the merchants' privileges in the matter of early closing.

Before being put to the meeting, Mr. Miller amended his resolution to provide that the Toronto councillors of the Federation should approach the Attorney General and the councillors and officers representing other districts should approach their local municipal bodies to investigate the possibilities with regard to early closing by-laws for the repair trade; that a report on the matter be placed before the council of the federation and that said council take such action as might be deemed advisable to bring about an early closing movement.

The next item on the programme was a paper by A. E. Angus (Chas. Tilley & Son) on "The Importance of Keeping Accounts in the Repair Business."

Mr. Angus' remarks will appear in our next issue.

H. Henderson complimented Mr. Angus highly on his paper and moved a vote of thanks, which was seconded by T. Grayson and carried enthusiastically.

On motion of Walter Stevens, Messrs. Grayson, Henderson and Miller were appointed auditors to check up the accounts.

Resolutions Dealing With Work of Council for Coming Year

The following resolutions presented by W. S. Pettit were carried unanimously:—Whereas the wholesale findings houses have recently formed an Association and whereas we believe it is to the advantage of the trade to be fully organized, and that all branches should co-operate, therefore, be it

Resolved that the Executive Committee of the Ontario Federation of Shoe Repairers be instructed to appoint a committee to get in touch with the executive of the Finders' Association, to take up such matters as credits, protection against unfair competition, and such matters as may seem advisable.

Resolved that the Executive Council of the Ontario Federation of Shoe Repairers be instructed to appoint a committee to study the question of uniform costs and prices and that a report be brought in not later than at next year's Convention, showing what can be done along these lines.

Resolved that the Executive of the Ontario Federation of Shoe Repairers be instructed to use such methods as they deem advisable to advertise the advantages of this Federation of Ontario Shoe Repairers, and to institute a regular program with a view to increasing the membership, and maintaining the interest in the Federation as continuously as possible.

H. Henderson presented the final report of the registration committee, which showed a total attendance of 58. The receipts from subscriptions to banquet tickets totalled $5174, four or five complimentary tickets having been issued. It was very gratifying, Mr. Henderson said, to note the spread of interest in the Federation. The distribution of the representation was as follows: Hamilton, 20; Toronto, 13; Brantford, 7; St. Catharines, 4; London, 3; Beaverton, 1; Kingston, 1; Woodstock, 2; Belleville, 1; Trenton, 1; Paris, 1; Ingersoll, 1; Peterborough, 1.

Installation

At the request of the retiring president, Mr. Revell, Mr. Henderson escorted to the chair the president-elect, Mr. Pettit, who spoke briefly, thanking the convention for the honor done him in appointing him president. He asked the co-operation of the members during the coming year and hoped they would all attend the next convention and come ready to work and deal with the questions their council would bring forward.

Mr. Revell made a motion expressing the appreciation of the Federation to the trade press for their ready assistance in all matters appertaining to organization work. This was seconded by Mr. Grayson and carried.

Mr Miller moved that an honorarium of $10.00 be granted the retiring secretary in appreciation of his faithful work on behalf of the Federation. Seconded by Mr. Revell. Carried.

On motion of Mr. Powell, a hearty vote of thanks was conveyed to Mr. Revell for the fair and able manner in which he had conducted the business of the convention.

The Picnic

Not the least interesting happening during the events of the two days was the picnic on Thursday afternoon at Dundas Park. The delegates and their wives and families were motored to the park and the afternoon was spent for the most part in athletic events. The programme of sports and the winners of the prizes was as follows:

1. Girls Race, ages 12 to 15—1st, Tango Shoes, A. Llewellin. 2nd, Perfume, W. Lewis. 3rd, Box Handerchiefs, A. Greville.

2. Girls under 12—1st, Fairy Shoes, S. Nichol. 2nd, Perfume, A. Cheyne. 3rd, Handerchiefs, M. Greville.

3. Girls under 7—1st, Doll, A. Sherrin. 2nd, Handerchiefs, F. Sherrin. 3rd, Picture Book, L. Senn.

4. Boys 12 to 15—1st, Yachting Shoes, T. Sards. 2nd, Mouth Organ, W. Gray. 3rd, Baseball, W. Preston.

5. Boys under 12—1st, Baseball Bat, W. Preston. 2nd, Mouth Organ, E. Wilton. 3rd, Book, A. Fuller.

6. Boys under 7—1st, Red Fox Shoes, W. Sherrin. 2nd, Mouth Organ, C. Tunis. 3rd, Ball, S. Preston.

7. Members' Wives—1st, Hair Brush, Mrs. Gray. 2nd, Yachting Shoes, Mrs. Harvey. 3rd, Household Polishes, Mrs. Greville.

8. Men, Hamilton Association members under 40—1st, ½ gross laces, G. Llewellin. 2nd, Order for merchandise, A. R. Wilton. 3rd, Pipe, J. Jarvis.

9. Men, Hamilton Association members 40 to 60—1st, ½ Gross laces, T. Powell. 2nd, Order for merchandise, A. L. Tocher. 3rd, Pipe, C. Sards.

10. Men, Hamilton Association members over 60—1st, Tobacco, A. Charlesworth. 2nd, Tobacco Jar, G. Preston. 3rd, ½ Gross laces, H. Nichol.

11. Men, Visiting delegates under 40—1st, Box Cigars, R. Van Stone. 2nd, Box of Shoe Polish, L. Paterson. 3rd, Box Cigars, A. Trimble.

12. Men, Visiting delegates 40 to 60—1st, Box Cigars, W. Legg. 2nd, Tobacco, W. Askew. 3rd, Box Cigars, J. H. Page.

13. Men, Visiting delegates over 60—No race.

14. Employees—1st, Gillette Razor, C. Barnes. 2nd, Box Cigars, T. Sards. 3rd, Pipe, W. Gurdon.

15. Obstacle Race, Visiting delegates and members—

Looks like a happy family, doesn't it? And it was. They had a jolly time at the Toronto Shoe Repairers' Association picnic at Centre Island on August 2, as they always do. "For it's always fine weather when good fellows get together." The findings and leather houses co-operated splendidly in making the affair a success. Donations were received from Beardmore & Co.; Anglo-Canadian Leather Co.; C. S. Hyman & Sons; C. Parson & Son; United Shoe Machinery Co.; Chas. Tilley & Sons; Nugget Polish Co.; P. B. Wallace & Son; Jos. King; Adams Bros.; Nonsuch Mfg. Co.; I.T.S. Rubber Co.; Gutta Percha & Rubber, Ltd.; Dunlop Tire & Rubber Co.; Beal Bros.

1st, ½ Gross laces, R. Van Stone. 2nd, Yachting Shoes, C Barnes. 3rd, Pipe, W. Stevens.

16. Wheelbarrow Race. Visiting delegates and members —2 prizes, Running Shoes, L. Paterson, W. Stevens.

17. Ladies, Soap Race—1st, W. Lewis. 2nd P. White. 3rd, Mrs. Greville.

18. Extra Special, Jobbers and Travellers—1st, Box Cigars, R. Van Stone. 2nd, Tobacco, W. Mathers. 3rd, Pipe, J. Godbold.

19. Drawing Contest for members and visiting delegates who have not won a prize—Rubber hose 50 ft.; Bicycle Tire and Tube; 2 parcels Household Polish; 1 order for merchandise. J. Irish, W. Dainty, W. Inglis, S. Hall, W. Greville, C. Chiocola.

20. Guessing Contest, Open to all—1st, 3 doz. Rubber Heels. 2nd, 5 doz. Rubber Heels, 3rd, 7 doz. Rubber Heels. 1 W. Clifford, 2 Mrs. Broker, 3 Mrs. Revell.

21. Baseball Match, Hamilton Association vs. Visiting Delegates—Box Cigars, Hamilton 4 runs, Delegates 19 runs.

22. Watermelon eating contest for men....open—1st, Order for merchandise, J. Jarvis. 2nd, Pipe, F. H. Revell. 3rd, parcel of Household Polishes, G. Chiocola.

28. Watermelon Eating Contest, for boys—1st, Mouth Organ, J. Irvine. 2nd, Ball, W. Mabb. 3rd, Knife, M. Henderson.

24. Prize Drawing, Tickets 25 cts. each, Prize Club Bag. Donated by J. Jolley & Son, won by L. Paterson.

The baseball match was a thrilling contest, but the visitors put it over, Paterson's pitching and Webster's work behind the plate being the occasion of much applause. The line-up was as follows:

HAMILTON ASSOCIATION

	1	2	3	4	5	6	Totals
Jarvis (Capt.)	1	x	1	x	x	x	2
Greville	x	x	x	x	x	x	x
Van Stone	1	x	x	x	x	x	1
Barnes	1	x	x	x	x	x	1
Llewellin	x	x	x	x	x	x	x
MacKenzie	x	x	x	x	x	x	x
Nichol	x	x	x	x	x	x	x
Toney	x	x	x	x	x	x	x
Gurden	x	x	x	x	x	x	x
							Total 4

Barnes Pitching and Van Stone Catching

DELEGATES AND VISITORS

	1	2	3	4	5	6	Totals
Mulligan	1	x	x	x	x	1	2
Trimble	x	x	x	x	x	1	1
Stevens	1	x	x	x	1	1	3
Hall	1	x	1	1	x	1	4
Mather (Capt.)	x	x	x	x	1	1	2
Webster	x	x	x	x	x	x	x
Paterson	1	x	1	x	1	1	4
Pettit	x	x	x	x	1	1	2
Murray	x	x	x	1	x	x	1
							Total 19

Paterson Pitching and Webster Catching

London Shoe Repairers' Picnic

The London Shoe Repairers' Association held their third annual picnic at Springbank on Wednesday, July 19. With ideal surroundings and perfect weather conditions, it was no wonder that the two hundred present voted it to be the "best yet." It was without a doubt the most successful picnic the association has ever held, and the following committee, which had charge of the arrangements, have reason to be proud of the results of their efforts: Harry Thorne, Harry Ward, Jack Russo, Will Askew, Tom Davey, Ern. Harding, Lou. Roedding.

A splendid programme of sports was carried through with lots of pep and was followed by a monster prize drawing contest. Another unique, and par-

ticularly interesting, feature of the occasion was a baby show. No less than fourteen babies were presented before the judges, and it was so hard to pick the winner, all of them being beauties, that each of them received the same prize.

Perhaps the big event of the day, however, was the "double header" between the "Morning Glories" and the "Sunflowers." The Morning Glories carried off the pre-luncheon affair by 10 runs to 4. But in the afternoon the Sunflowers had their revenge. Naturally under the hot glare of Old Sol the Morning Glories wilted, and the Sunflowers put it all over them to the tune of 18 to 6.

The Early Closing Issue in St. Thomas

A section of the shoe repair trade in St. Thomas, Ont., which is adverse to early closing, is actively opposing the by-law for which a petition was recently presented by a large number of the repair men of the city. The opposition have taken the matter up with the city officials, and they declare that they cannot operate their shops profitably during the shorter day, that the petition did not contain the signatures of three-quarters of the shop owners as required by the Act, and that in any case the repairers do not come under the provisions of the Act, being classed not as merchants, but as factories.

Ottawa Repairers Organizing

The shoe repairers of Ottawa have found that without local organization, the trade is suffering from cut-throat competition, and a large meeting was held recently for the purpose of organizing under the name of the Ottawa Shoemakers' Association. Very difficult conditions have been experienced through the operation of cut-rate shoe repair establishments, which only remain in the business a short time, but long enough to hurt the legitimate repairer.

Mr. C. E. Smith, of Peterboro, Ont., has been appointed vice-president of the N.S.R.A. replacing Mr. Fred R. Foley, who has entered the wholesale business.

A Veteran Shoemaker

The delegates to the convention of the Ontario Federation felt themselves honored by the presence of Mr. William Legg, of St. Catharines, Ont. Mr. Legg is a pioneer and veteran in the industry, one of the oldest of the "old guard". He has exceeded the three score years and ten by fifteen years, having been born away back in 1873 of English parents, but he still carries himself erect and his hand has not lost its cunning nor his mind its alertness. Even to this day he is regularly at work in his shop and can turn out a job that would shame many of the younger fellows.

Mr. Wm. Legg

Mr. Legg has had an interesting career and has seen much of the world. He was a shipmate of King George when His Majesty was a midshipman on board the Britannia, and when the King visited Canada, before his accession to the throne, being then Duke of York, Mr. Legg visited him by special invitation.

Here's a health to this veteran shoemaker! May he yet live many years to enjoy the hale and hearty old age, with the universal respect of his fellows, which is the fruits of a life of honorable toil and fidelity to principle.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

The King Kid Shoe Co. Limited, has been incorporated, with a capital stock of $20,000, head office in Montreal, with authorization to carry on business as shoe manufacturers.

The Huard Company, Ltd., has taken out letters patent of incorporation, with authorization to manufacture, and deal in, leather and leather goods.

The J. L. Buckler Shoe Co., Ltd., has been formed as a private company. Capital stock, $40,000. Headquarters, Fort William, Ont.

The Farnham Rubber Company, Limited, Montreal, has been incorporated for the purpose of taking over the Roger & Airo Rubber Consolidated, Ltd., as a going concern.

Letters patent of incorporation have been issued to the Manhattan Shoe Co., Ltd., Toronto.

Mr. William Henry of Saskatoon, Sask., has been enjoying an extensive trip through the East, taking in the larger shoe centres as well as visiting his home in Toronto. He is a member of the retail shoe firm of Messrs. Henry Bros. Ltd., who operate up-to-date stores in Saskatoon, Yorkton and North Battleford.

The Canada Star Rubber Co., Limited, has been incorporated, with capital stock of $200,000. Headquarters, Toronto.

Hoffman, Lyons, Ltd., Montreal, wholesale and retail shoe merchants, have obtained a charter.

Wm. Dangerfield, Ltd., shoe dealer, Montreal, has registered.

J. H. Ward, Kingston, Ont., who operated a shoe repair store on Barrack St. for some years, has recently changed his place of business to William St., where he has a well equipped shop.

T. W. Walker, who operates a successful shoe retail and repair business in Napanee, Ont., is compelled to dispose of it on account of ill health, having been ordered west by

his doctor. Only a small line of footwear is carried, but Mr. Walker states that he has a splendid repair outfit and is doing a good repairing business.

The Shoeman's Exchange, Inc., has been granted a charter. It is to operate in Montreal as a club or association for recreational purposes.

The Deegan Shoe Store, Limited, has taken out letters patent of incorporation. Headquarters in North Bay, Ont.

F. T. Zimmer is opening a new shoe store in Petrolia. He expects to be ready for business the latter part of July.

Supplementary letters patent have been issued to the Greb Shoe Co., Limited, increasing the capital stock of the company from $40,000 to $250,000.

Business has been so good with J. J. Sayer, of Colborne, Ont., as to justify his enlarging his premises by taking in additional space at the rear. Mr. Sayer carries in addition to his stock of footwear a complete line of men's furnishings. He has a big store, 35 x 100 feet, which he plans to remodel in the near future.

A. Dillick has purchased the store of S. A. Engel, of Bowmanville, Ont., and is carrying a full line of footwear, in addition to ladies' and gents' furnishings. The store has recently been remodelled, and Mr. Dillick reports business as being very satisfactory.

E. S. Naylor has opened a new repair store store in Bowmanville, Ont., which is neatly arranged and fully equipped mechanically. He states that trade is quite good.

Pete Cowan, who is quite a familiar figure in the shoe trade, is starting a new shoe store in Chatham, Ont., at 121 King St. The store is under the name of T. F. O'Neill, who is well-known in Chatham and district.

J. A. Sullivan, of Talbot Shoe Co., St. Thomas, Ont., was among the Canadian shoemen who attended the Boston Style Show. At the same time, Mr. Sullivan made a trip to Brockton and visited the E. T. Wright factory, where he spent several days.

McGilvery & Smyth have taken over the shoe repairing business formerly operated by T. Pawlisky in Yorkton, Sask., and will operate it under the name, "Goodyear Shoe Repair" shop. It is their intention to put in a stock of footwear in the fall. Business, they state, has shown considerably improvement.

W. Middleton, of Whitby, Ont., who has been in the harness business for over thirty years and operates a store in that town, has recently branched out into the retail shoe and shoe repair business. He anticipates opening another store, in Myrtle, Ont., with a line of footwear and harness.

Friends of Mr. D. C. Fulton, Proprietor of Fulton's Shoe Store, Sudbury, Ont., will be glad to know that he has made a satisfactory adjustment with the insurance companies, following the recent fire. With his customary vigor, Mr. Fulton has put on a big sale to clear out the entire stock, preparatory to having the store remodeled and redecorated. Full page advertisements were used in the local paper, and results are reported as extremely encouraging.

St. John, N. B., Correspondence

There is a strong demand for sport shoes, white canvas with the black and brown trimmings predominating, with low and medium heels. Grey and brown elks with rubber soles are also strong.

Stronger demand for patents. Patents with suede or other combinations are good.

Straps very strong, particularly one-strap and cut-out effects, with low and medium heels. White goods not particularly good, on account of so much wet weather, more rain having fallen in this locality than for many seasons.

Retailers in this vicinity are not disposed to do very much placing ahead, as they feel that the constant changes in styles of women's shoes do not warrant it. They learned a lesson this spring, when many lines they had ordered last fall for spring delivery were more or less obsolete styles. Practically all the buying that is being done is for immediate needs—that is to say lines in stock or which can be delivered inside of a month or six weeks, and the general feeling is that this condition will govern their buying for some considerable time, and it will be the manufacturers that stock lines that will get the business.

Local News

The Eaton's Bootery, which was burned out about the latter part of April, has been thoroughly renovated, and will open again for business about the first of August. In the meantime, the proprietors are disposing of their stock in some of the smaller towns in New Brunswick.

Mr. Carl Bassen of Messrs. Wiezel Bros. staff has recently returned after an extended trip to the U. S. A. While there he visited many of the big shoe centres, including Boston, New York, St. Louis and Chicago.

Many of the local retailers are at present conducting their annual summer clearance sales, and report business as being good.

Mr. Joseph Wiezel recently visited some of the nearby American markets.

Mr. Charles Loverin, who for the past eighteen months has been manager of Messrs. L. Higgins & Co's retail store, Moncton, N. B., has resigned his position with that firm, and will shortly make his appearance on the road for the Talbot Shoe Co., St. Thomas, Ont., covering the Maritime provinces from Montreal east.

In a recent issue of "Footwear," reference was made to Clarke Bros., of St. Stephen, as manufacturers of Winnie Walker shoes for women. This reference was erroneous, as Maritime shoemen will be well aware, the name "Winnie Walker" being registered by the firm of Waterbury & Rising, of St. John, N. B. The Winnie Walker shoe is a choice made by Waterbury and Rising from the sample shoes of the leading manufacturers of staple shoes in Canada and the sale of the same is controlled by this concern.

"Radiograms" From Overseas

The latest advice by radio informs us that Messrs. Jupp and Fegan, of Toronto, have landed safely in the Old Country, and are right in the pink, both in health and in spirits. They had a grand send off on this side of the water to cheer them on their way. Mr. C. R. LaSalle showed them the lengths to which French-Canadian hospitality could go at a splendid dinner, given in their honor. It didn't end there, however, for a deputation consisting of Messrs. Gales, LaSalle and Gibbins, went down to the boat and presented the ladies of the party with two boxes of beautiful roses. Messrs. J. A. McLaren and Hugh White were also present, bearing gifts of confection and cigars. Still another surprise was to follow, for on reaching their state rooms, they found splendid boquets of flowers awaiting the ladies, from Mr. & Mrs. Peter Doig.

Naturally all these delightful expressions of regard made the party feel very happy, and they state that they have remained in that frame of mind ever since. Mr. Fegan writes us that the voyage has been an extremely pleasant one, socially and meteorologically. Concerts and fancy dress balls have added to the enjoyment, and no casualties are reported from seasickness.

The last word received from Mr. Jupp was that they were off on a motor trip to London from Liverpool.

Big Doings in Hamilton, Ont.

Our Local Correspondent Waxes Facetious Regarding Recent Events in the Shoe Trade in the Ambitious City

Who said the boys in Hamilton were asleep? Some Toronto chap, no doubt, who couldn't tell the difference between a snort and a snore. They may be asleep at night, but you'll find 'em up bright and early in the morning, even if you figure by daylight saving time. On Wednesday, July 20, ten of them conspired together and decided to start something. The conspirators were as follows: Al. Hendry, Barton St., E.; Harry Clark, 250 Ottawa St., North; P. L. Waugh, 327 King St., E.; W. Batstone, MacNab St., North; Tom Ross, of the same address; Fred Kickley, King St., West; Art. Wilson, 73 King St., East; R. Foster, King St., East; Charlie Jones (with Getty & Scott); Will Woods, whose brother is Harry Woods, King St., East.

There were ten of them, as we said, and three motor cars, belonging, respectively, to Bill Batstone, Fred Kickley and Tom Ross, and when you mix ten Hamiltonians with three gas wagons, you can look out for things happening. They set out, with Preston as the objective, and speed limits be hanged. Tom Ross and party kept the lead until they wandered from the beaten path, whether by design or accident. All finally reached Preston, and Preston, as you know, consists mainly of the Hurlbut factory. Thither the party hied them, and were given the freedom of the plant. They enjoyed further Hurlbut hospitality in the form of a lunch at the Kress House. After eating a meal which was sufficient to satisfy even Hamiltonian appetites and drinking nothing stronger than that famous local mineral water, which, however, is said to have a decided kick of a kind, they set out for Galt, where is situated a plant known as Getty & Scott's, of which some few shoemen may have heard. After consulting the city directory and enquiring from various traffic officers, they finally located it, and at the door they were greeted by Mr. F. S. Scott. Such handshakings ensued that Fred Kickley arrived at the conclusion that there was another general election in immediate prospect. The staff of the Getty & Scott plant does not consist entirely of males, and the arrival of ten well set-up and handsome young men—they count 'em young under sixty in Hamilton —caused such a fluttering of feminine hearts that there was no work done in the office during the remainder of the day. Art. Wilson rather fancied himself in his palm beach suit and didn't look a day over forty-five. He made quite a hit and we are told the switchboard operator has since been calling long-distance Hamilton in her sleep. Not content with their conquests at Galt, the party proceeded to Paris. The road runs by a winding stream, and, their youthful mood continuing, several members of the party must needs divest themselves of their garments and take themselves to the waters. They had a bathing suit and a half between them, the half consisting of the skirt of a ladies' outfit. Tom Ross wore the suit, Art. Wilson wore the skirt, Charlie Jones was content with a pair of transparent B.V.D.'s, while Harry Clark said his birthday suit was good enough for him. Get the picture! Oh! Boy! Wasn't it a treat for passing tourists? As a water nymph, Harry is absolutely a riot. The boys have since been telling him he's following the wrong calling—that he ought to be an artist's model. Fred Kickley was so affected by the vision that he started throwing quarters into the water for Charlie and Harry to dive for, presumably to get them out of sight.

After the swim, the party went to a hotel in Paris to eat again, Al. Hendry acting as bar-tender and Pete Waugh as rubber-down. Then on they proceeded to Brantford, where they saw another restaurant which brought them to a standstill once more. Feeling refreshed they then went to Mohawk Park and disported themselves till dark. Bill Batstone advertised the fact that he was a Hamiltonian by doing a balancing act on a teeter.

The return journey was uneventful until Bill Batstone and his carload wandered into a cemetry, mistaking it for the city of Hamilton. They finally discovered their error, however, and made the trail home without further mishap.

The event of which the above is a brief history merely marks the beginning of a series of outings which the Hamilton shoe boys plan to hold during the season. Toronto, please take note!

London, Ont., Correspondence

The only cloud on the horizon at the present time from the standpoint of both manufacturers and retailers is the coal strike and railway tie up. It is generally agreed that if this continues for any length of time that production will be affected seriously and that prices will move upward. Manufacturers are agreed that with the outlook as it stands now there is little possibility of any price reductions.

Many retailers who see continued good business ahead as far as the buying public is concerned, but who have been buying most carefully, are beginning to wish that they had purchased a little more freely as there is a distinct possibility that they may not be able to secure the goods they will need. They are however hoping for the best and in the meantime their attitude of mind is shown by the placing of larger orders than usual. Without exception the retailers report that business has been good, and they are looking for it to continue good.

Perplexing Situation

" The present situation from the manufacturers standpoint is decidedly perplexing," said A. D. Jarvis, manager of the Murray Shoe Company. "Between the coal strike and the railway trouble it is difficult to know what the future will bring. The situation is unsettling the whole trade." Mr. Jarvis expressed the view that if the strike situation is cleared up business will be good right through the fall and winter months. The crops he pointed out have seldom been better and this will steady all business unless the coal supply is cut off and railway transportation interefered with.

"We are going right ahead on the assumption that business is going to be good," said W. J. Ashplant, of Hubert Ashplant & Sons. "We have had an excellent summer trade and I see nothing but good business ahead for the fall and winter months. Both city and country people are buying freely and will continue to do so."

In the meantime Ashplant & Sons are going right ahead with their usual snappy newspaper messages telling the public about their offerings and featuring various attractive and seasonable lines.

Some Fine Displays

W. Smith, manager of the local branch of the Agnew Shoe Company, has been going after business by some splendidly arranged windows backed up by advertising.

"We have found business very satisfactory," he said. "All seasonable lines have been moving well, I am inclined to believe that business is going to continue to be good."

A little stunt Mr. Smith has been working with much

HURLBUT
CUSHION SOLE
Shoes for Children

THE Hurlbut Company wish to announce that they will be at booths 1 and 30, Coliseum Bldg., Canadian National Exhibition, August 26th - September 9th, Toronto, and cordially invite you to drop in and look over their lines for Children and Misses.

THAT the Hurlbut idea has "caught on" as far as the public is concerned is evidenced by the phenomenal demand for Hurlbut juveniles at this moment. Our extensive advertising and dealer co-operation have helped to make this Footwear the success it is, but the main point is that Hurlbut is fundamentally a good shoe and is recognized as such by the people. It is also recognized as such by a large number of dealers who are making money out of this fact. Are you one of them?

HURLBUT
TRADE MARK REGISTERED
CUSHION-SOLE
Shoes for Children

PHILIP JACOBI
5 East Wellington St. TORONTO
Exclusive wholesale distributor of HURLBUT SHOES

success is to put a small wire stand containing various sections right out in the main entrance to the store. The sections contain left overc of various lines and are designed to appeal especially to mothers. They have been carrying out their objective splendidly, Mr. Smith states, and he has turned into cash items of merchandise which he would have had difficulty in moving otherwise. More than that the merchandise has sold itself, the women simply picking out what they wanted and coming into the store and paying for it, without taking any time of the salesmen busy with other customers.

Planning Expansion

The Gutta Percha & Rubber Company's local branch reports a steady demand for seasonable lines. The company is planning to make important extensions to its local premises and work will be commenced this fall on a large addition so that more stock can be carried.

J. Studley Ashplant who has been through various sections of Western Ontario recently states that he has found business very good.

"There is a steady improvement to be noted," said Mr. Ashplant, "While the retailers are still buying carefully they are placing larger orders and have a more optimistic feeling all around. I found business in the Windsor district very satisfactory."

The annual picnic of the Murray Shoe Company employees, held at Port Stanley recently, was a splendid success in every way. Between 500 and 600 of the employees and their friends went down to the lake-side and ran off a big program of sports and had the best kind of an outing.

W. D. Williams, of Porters Hill, Ont., sustained a serious loss when his store and dwelling were completely destroyed by fire. It is likely that he will rebuild again immediately.

Fred Hodson, who recently located in Waterford, Ont., has found business so good that he has commenced work on a new shop where he will carry on shoe repairing.

George F. Grosch who opened a new shoe store at Milverton, Ont., a few weeks ago reports that business has been very satisfactory.

The funeral of Thomas Brown who died in Toronto where he had been living retired for some time was held at Norwich. Mr. Brown conducted a shoe business there for many years.

Frank Ashplant and wife, of London, Ont., spent a most enjoyable holiday trip by motoring to Montreal and from there going by boat up the Gatineau. The return trip was made by motor also.

Hugh Murray, of Johnston and Murray, London, Ont., District Secretary of the Kiwanis Clubs, while on a recent visit to Buffalo invited the Buffalo Kiwanians to visit London and a party of fifty are coming at the end of August. Mr. Murray has been very active in connection with the camp established by the Kiwanis near London for 150 under-privileged boys, and among those looked after by him was a party of 30 from Montreal.

Harry Vause, who conducted a shoe repair shop in the old Simpson Hotel at Glencoe, Ont., saved his equipment in a fire which completely destroyed the building. He has opened up in a new location.

Work is being started immediately on the new $40,000 plant to be erected at St. Marys, Ont., by the Hurlbut Shoe Company. It will be of reinforced concrete construction two storeys and basement, 50 x 65 feet.

W. Levine, of Newbridge, Ont., formerly of Toronto sustained a severe loss when his store and dwelling were completely destroyed by fire which started from an overheated stove pipe.

The Kayser Rolette
with Pyramid Heel

Within the last year, and particularly within the last few months, many shoe merchants have realized the logic—and profit—of selling hosiery.

The Kayser Rolette has done much to influence this action.

Like all P.K. Hosiery it is the last word in style, in quality of materials, and in workmanship. Not to feature it in your store is to admit that you are not strictly up-to-the-minute. Furthermore, you are missing a good deal of business that rightly belongs to you.

Why not write us for samples and prices?

Manufactured Exclusively by

Perrin-Kayser Company Limited
Sommer Building, Montreal P.Q.

We are offering this line in fancy ribbed effect, as illustrated, also plain, in black, white, seal brown, suede, grey and beige shades, for immediate delivery.

Kayser "Rolette" stockings also have the added attraction of the pointed or pyramid heel, which has found such high favor among well dressed women everywhere.

Send us your orders now and be among the first in your locality to show Kayser "Rolette" Silk Stockings—the most important innovation of the age in fine hosiery.

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International Supply Co.

The Largest Shoe Factory Supply House in Canada

IMPORTERS - - JOBBERS

Shoe Machinery, Findings and Factory Supplies

We are Exclusive Canadian Agents for the following well-known houses:—

American Lacing Hook Co., Waltham, Mass.
Lacing Hooks and Hook Setting Machines.
Armour Sand Paper Works, Chicago, Ill.
Crystolon Paper and Cloth for Buffing and Scouring.
Boston Leather Stain Co., Boston, Mass.
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Ceroxylon, the Perfect Liquid Wax.
Cincinnati Cutting Die Co., Cincinnati, Ohio.
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The Textile Mfg. Co., Toronto, Ont.
Shoe Laces.
United Stay Co., Cambridge, Mass.
Leather and Imitation Leather Facing, Welting, etc.

We carry three large stocks in order that we may serve you promptly.
You will do well to avail yourself of these stocks.

Quality Goods — ***Right Prices***

INTERNATIONAL SUPPLY CO. MONTREAL KITCHENER QUEBEC — SERVES YOU RIGHT

Main Office—154 Notre Dame Street West, Montreal

Branches:—37 Foundry Street S., KITCHENER - - 566 St. Valier Street, QUEBEC

REG. IN
KENDEX
CANADA

HEEL PADS
Kendex
Felt
Imitation Leather
backed with felt.

PIECE FELTS
For every
purpose.

FELT TONGUE LINING
Stripped or by
the piece

KENDEX—the premier material for Insoles, Sock linings and Heel pads. Insole stock any thickness desired in Oak color or White. Sock linings and Heel Pads in Oak color, Grey or White

KANEVA INSOLING

Plain or backed with felt for McKay work. Very flexible, unaffected by moisture and will outlast the shoe.

KENWORTHY BROS. of CANADA LIMITED
St. JOHNS, QUEBEC
Montreal Address: 224 Lemoine Street

The Hector Shoe

Kid Oxford Saddle Tip, Cushion Turn
Widths E, EE, & EEE.

STYLE **QUALITY** **SERVICE**

Makers of a Full Line of Turned Footwear

Get in touch with your jobber immediately.

Hector Shoe Company
331 Demontigny St. East - Montreal

S. Desrochers **F. X. Leblanc**

A. A. COTE & SON LIMITED

This year the consumer will be looking for "a shoe at a price" and you Mr. Retailer can offer in these lines something exceptional in workmanship, style and comfort, at a price to suit all comers.

STANDARD SCREWED SHOES

In Men's, Boy's, Youth's Little Gent's and Children's.

McKAY SEWED SHOES

In Men's, Boy's, Youth's Little Gent's and Children's.

Let us know your requirements
Samples sent on request

A. A. COTE & SON LIMITED
ST. HYACINTHE, P. Q.

"La Duchesse"

Women's, Misses' and Children's medium McKays

Women's Slippers and Canvas Shoes

Turn Slippers for Men

Excellent materials combined with high-class workmanship make the "La Duchesse" line a leader : : : :

Jobbers Only

"La Duchesse" Shoe Co.
Registered
MONTREAL

GOULET

for

The Shoe
The Price
The Service

Better than ever are our facilities now for backing up the jobber with the right shoe at the right price. Increased business has demanded enlarged facilities in the shape of a new and commodious manufacturing annex now in operation.

This means increased usefulness and service to our customers. It also means larger output and consequent economy in production. You can capitalize this economy by dealing with us.

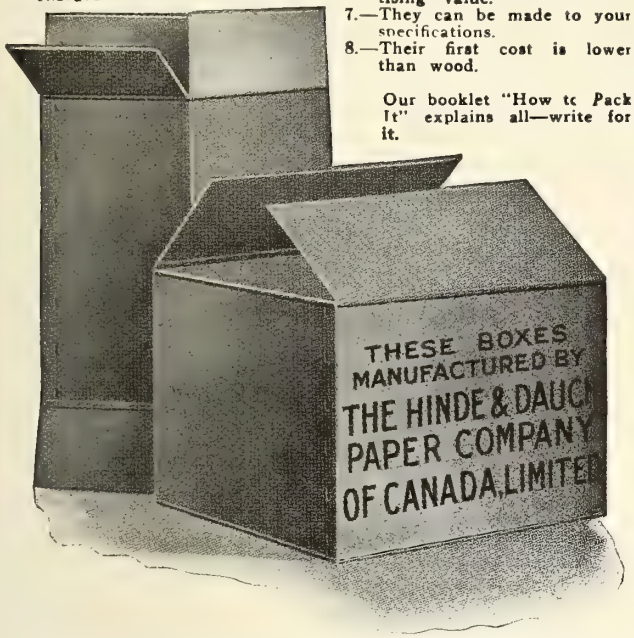
O. Goulet & Sons
LIMITED
575 St. Valier St.
QUEBEC

We Can Save Money for You on Your Shipping & Packing

H & D Solid Fibre Board Boxes

1.—They protect your shipment against loss from dampness and water.
2.—They are extremely light, which means low freight charges
3.—They cannot be opened without breaking the seal.
4.—They save time in packing.
5.—They save storage space.
6.—They have strong advertising value.
7.—They can be made to your specifications.
8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co. of Canada Limited
TORONTO ONTARIO

A Better Wrapping Paper for Shoe Merchants

We have perfected a wrapping paper of good appearance and attractive color possessing unusual strength which enables lighter weights to be used, at a consequent saving in cost.

"Lincraft"

is obtainable in sheets or rolls from most jobbers or direct from the manufacturers. Large stocks always on hand for prompt shipment.

LINCOLN MILLS LIMITED

Merritton, Ontario

Toronto Office: 43 King St., West.

The Peterboro Shoe

For MEN, BOYS, YOUTHS and LITTLE GENTS

A staple line of Footwear, prominently known for its superior workmanship, first grade materials, smartness and comfort. A Line you can stock with assurance. Write us to-day.

B. F. Ackerman, Son & Co., Limited

PETERBORO, Ont. Western Branch, REGINA, Sask.

MAKERS OF THE "PETERBORO" SHOE

The Best and Most Durable Shoe Laces Are Made With Our

Power Shoe Lace Tipping Machines

Textile and Special Machinery
Harris-Corliss Steam Engines

Eastern Representative for
WORM GEARS AND WORM GEAR REDUCTION UNITS

The Franklin Machine Company

Engineers Founders Machinists

189 Charles Street, Providence, R.I.

Solid Leather all Through

To Please Your Customers

The surest way to please your customers is to give them the greatest value for their money —and what other shoe does this so completely as the firmly established "Hydro City"?

To see our range for the present season and to compare prices is to settle this question beyond a doubt.

Why not let us have our representative call? A post-card will bring him.

Large stock of leading lines ready for delivery, both at 342 Richmond St., London; and at Kitchener.

HYDRO CITY SHOE MFRS.

KITCHENER LIMITED ONTARIO

We spare no efforts to deliver the best

OMEMEE TANNING CO.

"Packer" and "Cordoba" Dry Hide, Oak Sole

Crops, Backs, Bends, Shoulders, Bellies

HEAD OFFICE: 79 Front St. East, Toronto TANNERY: Omemee, Ontario

You Can't Mistake It

There are some products that have earned the reputation of superiority, not merely by heresay, but by a quality that you cannot mistake—quality that imparts character and distinguishes it from all others. That is what you will recognize in

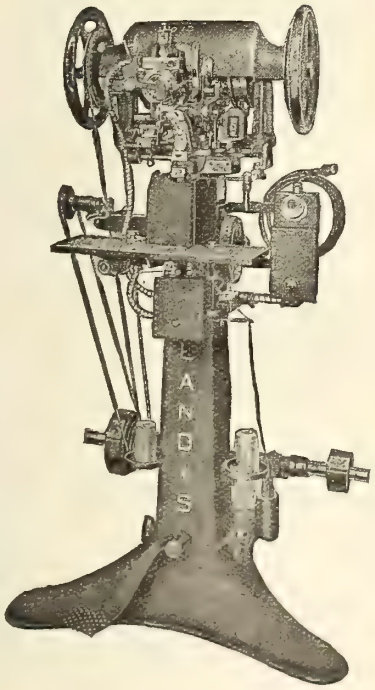
NEW CASTLE KID

The finish—the texture—the wear—all contributing factors to the distinct character of this popular material—have placed it in the forefront as a successful means of commanding footwear sales. Samples will convince you.

New Castle Leather Company Inc., New York

Canadian Branch 335 Craig St. W., Montreal Factory: Wilmington, Del., U.S.A.

LANDIS NO. 12



Model D

Own Your Own

Landis Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

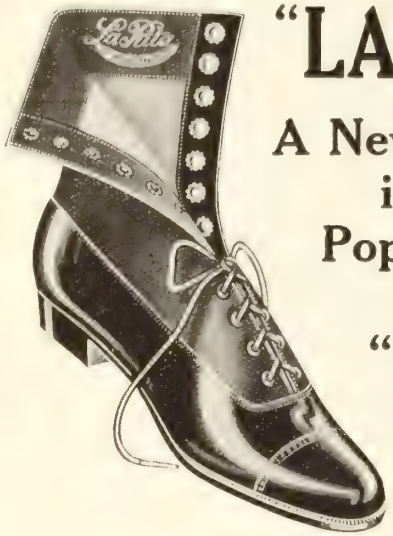
Prompt Shipments.

Canadian Representative
ROBERT J. VAN STONE
167 John St. S. Hamilton, Ont., Canada

Special inducements to immediate buyers.

Write for particulars.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.



"LA-RITA"

A New Number in this Popular Line

"Young Misses"

"La-Rita" Babies', Infants', and children's high grade stitchdowns have long been a popular line with the trade. Because of their popularity we have added a new number "Young Misses" stitchdowns which are of the same high quality.

Write us for particulars.

The Rita Shoe Co.

Limited

St. Hyacinthe Que.

The Home of The Canadian Made Shank

This up to date plant is devoted to the production of McKay, Turn and Welt Shanks in Combination Leatherboard and Steel, or Leatherboard and Wood.

If you are not using our shanks, write us for Prices.

The H. W. Steel Shank & Specialty Company Limited

Preston

Edwards & Edwards

LIMITED

TANNERS OF

SHEEPSKINS

FOR

Shoes, Gloves, Saddlery
Upholstering
Bags and Suit Cases
Bookbinding
Fancy and Novelty Goods
Skivers
Embossed Leathers
Etc., Etc.

Edwards & Edwards Limited

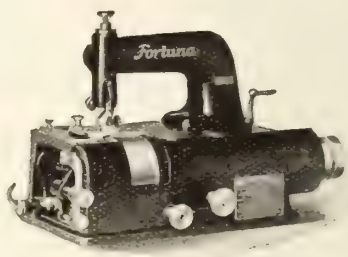
Head Office and Sale Rooms
27 Front E. Toronto

Tanneries
Woodbridge, Ont.

Quebec and Maritime Provinces Represented by
JOHN McENTYRE LTD. 28 St. Alexander St. MONTREAL, QUE.

Fortuna

Skiving Machine



For Manufacturers who Skive Leather, Felt, Cork, Rubber or Paper

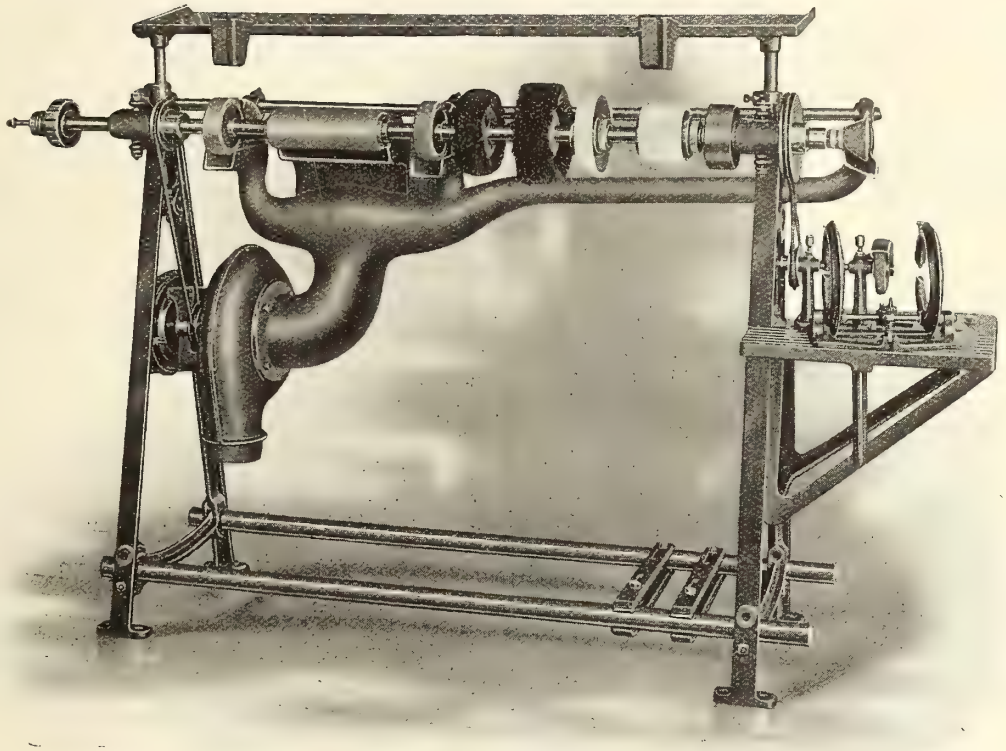
Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.

147-153 Waverly Place - NEW YORK

SMALL MACHINES
that are
BIG SAVERS OF LABOR



Showing our 6 ft. Repair Outfit Model P. with Skate Sharpening Machine Attached—Built in our Montreal Factory.

OUTFITS FOR EVERY SIZE BUSINESS
6 ft. to 22 ft. or Larger

STYLES FOR EVERY REQUIREMENT—CASH OR EASY TERMS

**It's no longer a Question of Can you Afford Machinery in the Shoe Repairing Business—
But Can you Afford to Do WITHOUT.**

WRITE FOR OUR LATEST CATALOGUE AND PRICES.

UNITED SHOE MACHINERY CO. OF CANADA LIMITED
Main Office and Factory
MONTREAL

TORONTO
90 Adelaide Street W.

KITCHENER
46 Foundry Street S.

QUEBEC
28 Demers Street

Make Your Show Windows Pay Your Rent

A Chest Full of Interchangeable

Window Display Fixtures

For Displaying All Kinds of Merchandise
That Will Give 10 Years Service at Little Cost.
Enough Good Oak Fixtures to Fill Your Windows.

Ask for Catalog.

Shipped Thru Jobber or Direct from Hamilton, Patented and Made in Canada

The Oscar Onken Co. 5951 4th St. **Cincinnati, O.**

"NON-RIP"

REGISTERED

SANDALS

Increase your turnover on sandals by offering to your trade what is recognized as the last word in this popular footwear — Humberstone NON-RIP Sandals.

They are proof against ripping.

Our 1923 samples are waiting for you.

Black
Brown
and
Tan

Humberstone Shoe Co., Ltd.

HUMBERSTONE, ONT.

Quite Often

you will find the very thing you are looking for in these advertising pages. It will pay you to read them.

High Grade Indian Goods

HERE ARE SOME READY SELLERS!

SLIPPERS—Hair Seal, fur-trimmed, at $17 pe dozen, fine quality. Ladies' sizes

MOCCASINS—A good Buck Moccasin, in Ladies' sizes, at $10 per dozen.

We also manufacture Fancy Indian Leather Goods, Boudoir Slippers, Snowshoes, Sweet Hay Baskets, Canvas Canoes; Jack-Buck, Horse-Hide, Moose, Elk and Cowhide Moccasins. In slippers we have twenty-five different lines to choose from.

Ask for prices on any of these lines

BASTIEN BROS.

INDIAN LORETTE, QUE.

Agents for Ontario: Ross & Shaw, 9 Wellington St. East, Toronto

For the West: Willis R. Miller, Mercantile Building, Vancouver

HOCKEY BOOTS

for the Retail Trade

Do not forget to get covered in your line of hockeys for next fall. Our experience last year prompts us to expect a bumper business.

We also carry in stock in regular leather footwear a full range of Welts, McKays, and standard screw.

SAMSON ANGUS, Limited

54 Jurors Street Montreal

"OUTING"
BRAND

CANVAS SHOES

Will Swell Your Total Summer Sales

Because they have been designed to fill a definite, well-recognized need for summer use. Not only are thousands of people already appreciative of the coolness, comfort and freedom of "Outing" Brand Shoes, but your knowledge of local conditions will enable you to induce many others to begin using them this summer.

While the sales on "Outing" Brand are always gratifying in volume and profit, you can greatly enhance your success this summer by skilful displays and convincing advertising.

Is Your Stock Complete?

GUTTA PERCHA & RUBBER
Limited

Head Offices and Factories: Toronto

(Branches in all leading Canadian cities)

Established Business Papers

¶ Unless we felt that our papers were, even in a small way, contributing to the enlightenment and betterment of our specialized fields, we would have little excuse for existence.

¶ We believe that our papers enjoy greater prestige among representative men than any similar publications in Canada and that our advertising rates are the lowest per interested reader.

PUBLISHING HOUSE of HUGH C. MACLEAN

Hugh C. MacLean Publications

Electrical News
Canada Lumberman
Footwear in Canada
Canadian Woodworker
Western Contractor and Builder
Contract Record & Engineering Review
Commercial & Retail Merchants' Review
Furniture World
Western Lumberman
Western Coal Review

Head Office : 345 West Adelaide Street

Vancouver Chicago Toronto Montreal Winnipeg

The largest publishers of technical papers in the British Empire, printing in Toronto, Winnipeg and Vancouver. Proprietors of MacLean Building Reports Limited.

"GLOBE"
PILLOW WELT
AND
"BABY PILLOW WELT"
Shoes

The Only Genuine Goodyear Welt Shoes made with a

PILLOW WELT INSOLE

The trade of your Juvenile Department will be established on the paying basis of permanent progress if you carry the Globe lines,—for the reason that they combine the three essentials in the children's shoe, viz.,

Foot-Comfort, Durability, and Value

These shoes give the small foot an opportunity to grow, at the same time affording a good fit, ensuring reasonable wear, and presenting an attractive appearance.

Globe Shoe Limited, Terrebonne, Que.

Montreal Office, J. A. BLUTEAU, Representative
11a St. James Street

Carried in stock by Alfred Lambert, Inc., Montreal

Consider no Patent but the Finest

THERE can be no compromise about Patent Leather. Either it's good or it's bad—and no one wants bad Patent Leather.

That is why you should consider nothing but the finest when choosing Patent for your lines.

In choosing Clarke's you have the satisfaction of knowing that it is used by leading manufacturers not alone in Canada but throughout the British Empire.

ARC BRAND

CLARKE'S

Mfd. by A. R. CLARKE & CO. LTD. Montreal TORONTO Winnipeg

Vol. XII No. 9 Toronto, September, 1922

Footwear in Canada

IN STOCK

for

IMMEDIATE DELIVERY

From actual photograph

No. 347—Women's Patent One-Strap, 2-Button, Grey Buck Quarter, M.S.

Price $3.00. (As illustrated.)

No. 344—Women's All-Patent One-Strap, 2-Button, M.S.

Price $2.50.

No. 345—Women's Black Kid One-Strap, 2-Button, M.S.

Price $2.25.

Orders are coming fast—Don't Delay

James Robinson Company
Limited

184 McGill St. Montreal

A New PANTHER Heel with many advantages

The new Panther is a heel of style and quality with features which will appeal instantly to the trade. The fact that it can be quickly and neatly put on with a heeling machine, thus saving time and labor, will account for much of its popularity. That they will give excellent service is assured by the record Panther Heels have set up in the past. They are made in men's and women's in all sizes and colors.

PANCO

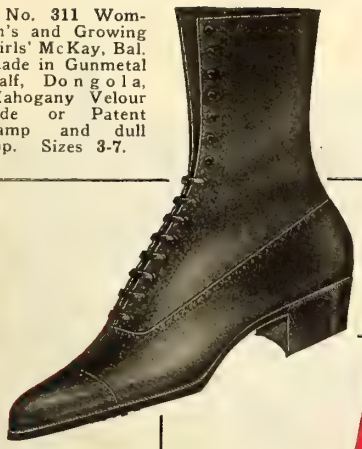
Panco, the new improved soling, is not a substitute for leather. It is guaranteed not to crack, break or stretch, and can be stitched the same as leather. It is also guaranteed to outlast two leather soles. Write for samples.

Prices Sent on Request

The PANTHER RUBBER CO. Ltd.

SHERBROOKE, QUE.

No. 311 Women's and Growing Girls' McKay, Bal. made in Gunmetal Calf, Dongola, Mahogany Velour side or Patent vamp and dull top. Sizes 3-7.



QUALITY

Yamaska

The Yamaska Brand

J. A. & M. Cote

ST. HYACINTHE. CANADA.

Brand

This sporting bal. is obtainable in Brown and Black Elk, English Kip, Tan Grain and Pearl Ooze Split. A very strong seller wherever shown.

VALUE

A reputation for quality, value and saleability of fifty years' standing has made Yamaska Brand Footwear one of the most popular lines for the shoe trade today and a safe one for any dealer to tie up to. You will find among them no numbers difficult to move for they are all attractive and ready sellers. We will gladly send samples and particulars on request.

La Compagnie J. A. & M. Cote

ST. HYACINTHE, P. Q.

The Home of
Dufresne & Locke, Limited

Dufresne and Locke values cannot be duplicated in Canada today.

The reasons are that Dufresne and Locke products combine the essentials of material, workmanship, style and value—all these in the proper proportion to meet popular demand.

HERE IS A REAL SHOE!

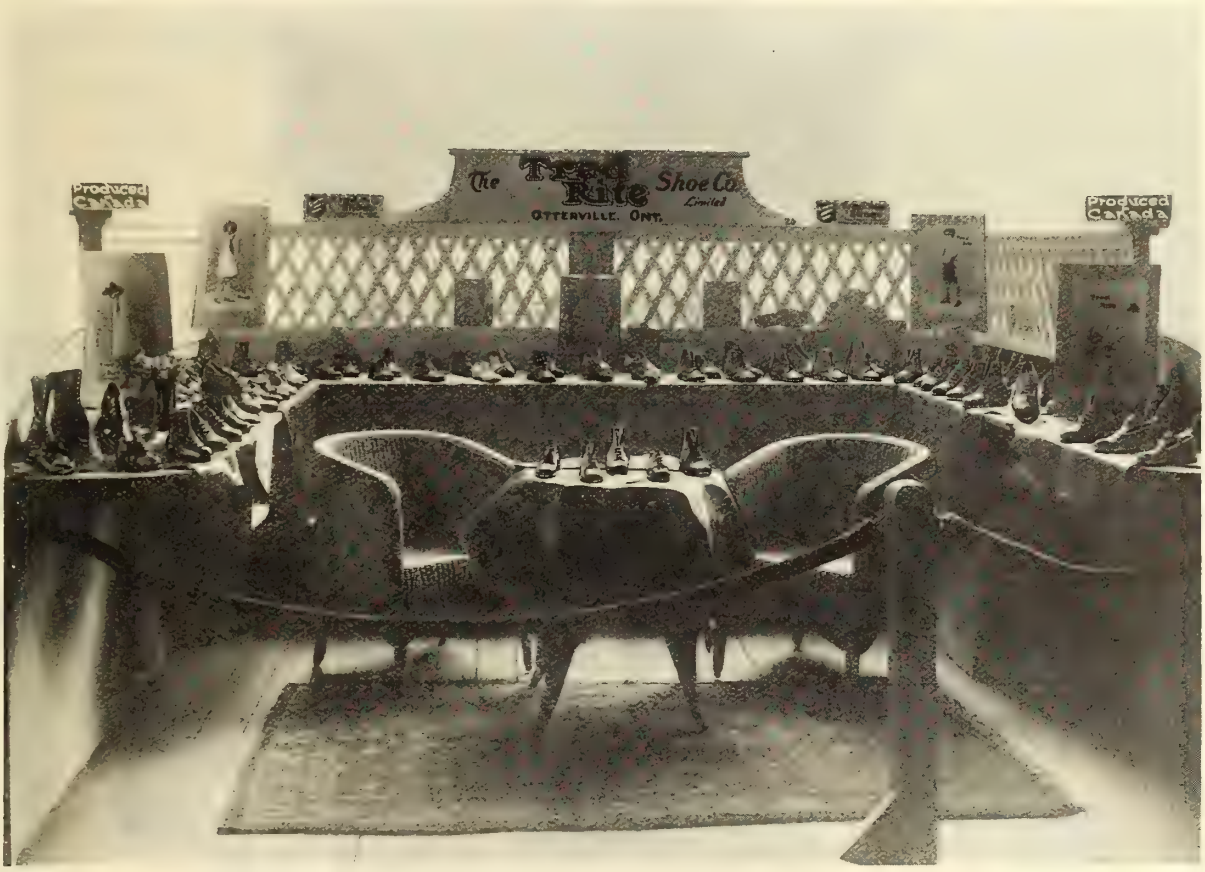
Men's Colored Calf Bal Brogue Pattern, full double sole (Goble Edge)

Dufrense & Locke, Limited

Montreal, P. Q.

AT THE CANADIAN NATIONAL EXHIBITION

Tred-Rite Shoes Combine Style and Durability



A large number of shoemen were interested in the display of Tred-Rite shoes at booth No. 26, Made-in-Canada footwear exhibit, Canadian National Exhibition. The Tred-Rite line has jumped into popularity within a very short time, due to the solid wearing qualities which have been built into a good-looking shoe at a reasonable price. It was the evident quality of the shoes, plus the use of taste and originality in displaying them, that attracted the attention both of the trade and of the public. The booth was arranged to the best advantage and had certain little additional touches which made it stand out from those around. For instance, one's eye was immediately caught by a number of handsome photographs showing Tred-Rite shoes worn by healthy, vigorous boys and girls, the kind that have the energy to wear out any but the best footwear in short order. The pictures were suggestive of the fact that "Tred-Rite shoes stand the gaff."

As to the shoes themselves, there was a wide variety covering the whole range of the average child's requirements—Shoes for home and school, for Sunday and week day, for going on hikes and going to parties. The majority of the samples were shown in brown storm calf, the most serviceable leather for hard every-day wear. Then there were other samples in smoked elk, black calf and patent. Patent constituted about 90 per cent. of the samples shown in black. It was of course used exclusively for dainty little shoes of the dressy type, and Tred-Rite can make shoes that look as well as they wear. In their sandal samples, also, the shoeman and the parent found something of particular interest. These were shown in elk, brown calf and patent, and are made by the goodyear welt process. They will give the wear that the mother looks for, and the comfort the child enjoys.

The Tred-Rite Shoe Co. Ltd., - - Otterville, Ont.

AIRD & SON
REG.
MONTREAL

THE ROBSON LEATHER CO. LIMITED
HIGH GRADE SIDE LEATHER
OSHAWA CANADA

BLACK BEAUTY
CHROME PATENT SIDES

HURLBUT

TRADE MARK REGISTERED

CUSHION—SOLE

Shoes for Children

Over a million homes are being told the Hurlbut story to-day

Economy, Style and Foot Hygiene combined in a shoe that is fundamentally well made.

ACROSS Canada from Coast to Coast, the Hurlbut Fall Advertising Campaign is paving the way for the dealer who is wise enough to link up with Hurlbut business.

Thirty-eight of Canada's leading newspapers are carrying the message of Hurlbut superiority, to over a million homes regularly.

This positively assures demand.

Are you preparing to co-operate with us? The Public are going to have Hurlbut anyway and you are as well able to supply them as your competitor.

Look into the Hurlbut proposition, but do it quickly.

PHILIP JACOBI

Wholesale Distributor

5 East Wellington St.

TORONTO

Sample No. 2014
Col. Calf Oxford double sole welt half rubber heel

Here is a Good Fall Seller!

The shoe illustrated above is built on attractive lines, with a double sole and rubber heel. It cannot fail to be in demand this autumn.

It is just the line to show a customer looking for something different—something a little heavier—for Fall wear.

We have other superior models—all ready sellers. Now is the time to place your orders. The name DAOUST LALONDE is a guarantee of service and delivery.

We can make immediate delivery on this

DAOUST, LALONDE & CO., Ltd.

Montreal

BRANCH: The Metropolitan Shoe Co., 91 St. Paul Street East, MONTREAL

Isn't it the Truth ?

Some dealers always seem to have difficulty in getting their share of trade when competition is keen as it is now. Their store may be bright and roomy and on Main Street, yet the public drifts around the corner to get their shoes of Smith. Ask them why and they will say. "His stock is always up-to-date," or maybe "His shoes wear longer," and so on. It isn't Smith or his store—it's the shoes he sells that draws them there. Some lines **always** sell well—without left-overs, such a line as Eureka Shoes, and they keep the dealer who carries them about two jumps ahead of his competitors. Isn't it the truth?

You will be interested in our new lines in one, two and three straps wide and narrow button and buckles, on our new Last. It's a winner.

Growing Girls, Misses and Childs lines receive the same careful attention given our other models.

We guarantee prompt delivery on all orders for spring lines.

No. 8512

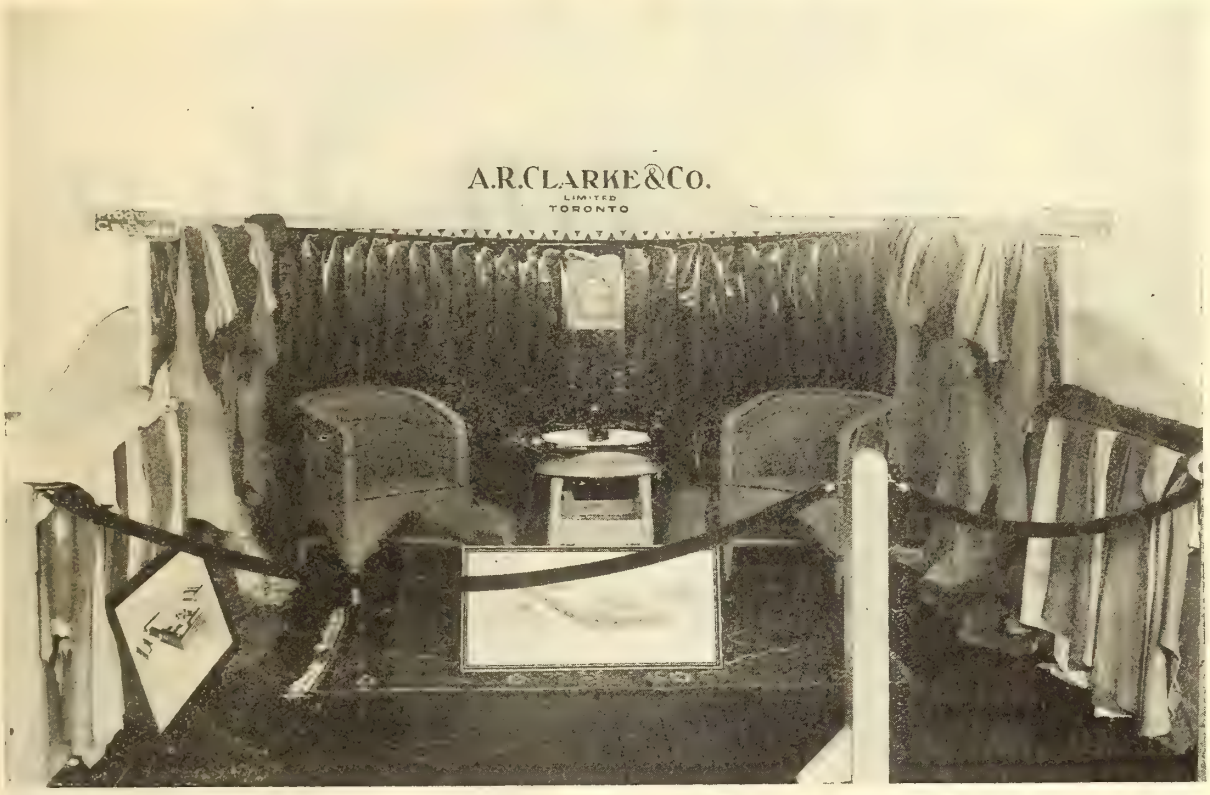
Send for Samples and Prices

EUREKA SHOE COMPANY, LIMITED

Three Rivers, - Quebec

AT THE CANADIAN NATIONAL EXHIBITION

Clarke's Patents in Attractive Display



"PATENT" and Clarke's have come to be almost synonymous terms in Canada, and in many other countries, too, the name "Clarke's" is known to signify the best in patent leather. Whenever there is a shoe event, Clarke's is to the fore. It is one of the biggest units connected with the Canadian footwear industry—the largest plant of its kind in the British Empire, and one of the largest in the world. Patent is to-day the most widely used material in the uppers of women's shoes, and Clarke's have helped to make it so. In proof of this statement, a shoeman would only have needed to go around the booths at the Made-in-Canada shoe exhibit at the Canadian National Exhibition. At booth after booth he would have found two shoes featuring patent to one of any other material, and if he had asked the manufacturers he would have found that a surprisingly large proportion was Clarke's. It would be interesting to estimate how many women will be wearing Clarke's this fall—certain it is that they will run into hundreds of thousands.

And of course Clarke's were represented at the show. Their display of their product was in itself an explanation of the popularity of patent leather. Patent used to be a stiff, unkindly sort of material, which looked as though it would crack in pieces if it were dropped. But, today, what a world of difference! You can roll Clarke's patent between your fingers and you find it smooth, and pliant, having the life and suppleness that make it an ideal shoe material.

In addition to their patent, Clarke's were showing, among other lines which they produce for the shoe trade, bull hide for larrigans and smoked horse for sport shoes.

The illustration shows the arrangement of the booth with sides of leather draped around the side and rear. There were also aeroplane views of the big plant, which gave the observer some slight idea of the extent of the organization which today is making records in the production of patent leather.

A. R. Clarke & Co., Ltd., Toronto, Montreal, Winnipeg

Talbot Shoes for Men

TALBOT Shoes are a necessity for any store catering to high class trade. Their style attracts the eye, their easy fitting qualities make sales easy, and their satisfactory wear makes for satisfied customers.

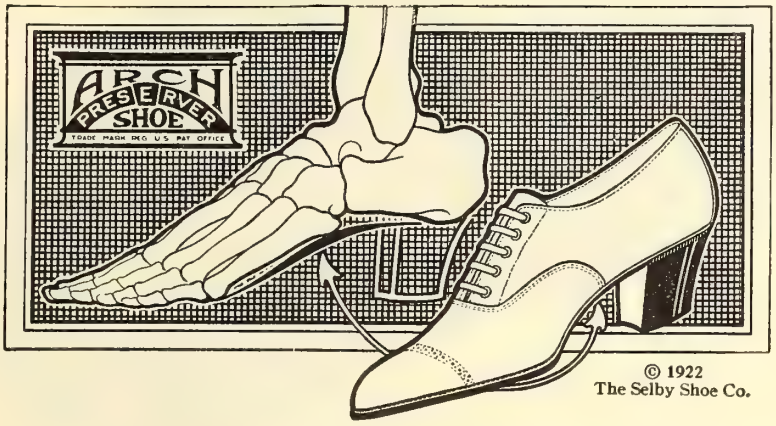
Several new lasts and patterns are being shown in the new sample range.

High Grade Welts exclusively

TALBOT SHOE COMPANY LIMITED

ST. THOMAS ONTARIO

THE ARCH PRESERVER SHOE



© 1922
The Selby Shoe Co.

¶ This shoe has changed the ideas of the industry regarding the design and construction of footwear.

¶ This shoe has a concealed, built-in arch bridge to support the foot arch as nature intended it should be supported. It has exclusive, patented features which make it superior to any other shoe.

¶ This shoe combines perfect foot health and comfort with smart style. In leathers and patterns it follows every trend of Fashion.

¶ The Arch Preserver Shoe will build business—and hold it—if a dealer will give it a chance. It gives such delightful satisfaction that wearers tell their friends about it.

¶ The Arch Preserver Shoe has in itself all of the essentials for a prosperous shoe business. It offers a complete line—shoes for women and misses in every walk of life.

Write us for further information—

The Selby Shoe Co.

Portsmouth Ohio, U.S.A.

"Makers of women's fine shoes for over forty years"

ARCH PRESERVER SHOE
TRADE MARK REG. U.S. PAT. OFFICE

"KEEPS THE FOOT WELL"
Unless it has this Trade Mark it is not a genuine Arch Preserver Shoe

The Name Guarantees the Quality

Every counter made by us warrants our stamping it indelibly with our name.

SPAULDING'S Fibre Counters
Guaranteed

—in legible letters identify them from others, insuring the manufacturer of excellence in materials and construction.

We make our own Fibre

J. SPAULDING & SONS CO., Inc.

Main Office and Factory
NORTH ROCHESTER, N. H.

Boston Office
203-B ALBANY BUILDING

PHILADELPHIA
John G. Traver & Co.
141-143 No. 4th St.

CINCINNATI
The Taylor-Poole Co.
410-412 E. 8th St.

ST. LOUIS
The Taylor-Poole Co.
1602 Locust St.

CHICAGO
J. E. D. McMechan & Co.
217 W. Lake St.

SEVEN FACTORIES
Tonawanda, N.Y.
No. Rochester, N.H.
Rochester, N.H.
Milton, N.H.
Townsend Harbor, Mass.

English Agents: J. Whitehead & Co., Ltd.
Leicester, England.

CANADIAN AGENTS:
International Supply Co., ,Kitchener Ontario, and Quebec City.
V. Champigny, Montreal.

The Highest Grade Only
For Men and Women

Edwin Clapp & Son Inc.

EAST WEYMOUTH, MASS., U.S.A.

A way to Increase your Business

By buying best value in Footwear

Our representatives will start out September 1st with a full range of up-to-date footwear. Numerous lines will interest you over and above anything else. Don't fail to look over these before placing elsewhere.

STYLE AND PRICE RIGHT.

We specialize in lines that are sellers.

A few of the specialities

Men's and Women's Welts and McKays, Men's Solid Staples, The Famous Samson Hockey Boots.

SAMSON ANGUS LIMITED

54 Jurors Street MONTREAL

THE CLASSIC SHOE

Misses' and Youths' Shoes
IN-STOCK

Classic TOE TRAINERS

4002	—Misses' Velour Calf, Bal., Imit. Welt, E 11-2	$2.90
3002	—Girls' Velour Calf, Bal., Imit. Welt E 8-10½	2.50
3002x	—Girls' Velour Calf, Bal., Fudge Stitch D 8-10½	2.40
4004	—Misses' Tan Calf Bal., Imit. Welt E 11-2	3.00
3004	—Girls' Tan Calf Bal., Imit. Welt E 8-10½	2.60
3004x	—Girls' Tan Calf Bal., Fudge Stitch D 8-10½	2.50
4005	—Misses' Vici Kid Bal., Imit. Welt E 11-2	3.10
3005	—Girls' Vici Kid Bal., Imit. Welt E 8-10½	2.70
4011	—Misses' Patent Bal., Imit. Welt E 11-2	2.90

4028	—Misses' Patent Oxford, McKay, 11-2	$2.75
3028	—Girls' Patent Oxford, McKay, 8-10½	2.40
4029	—Misses' Velour Calf Oxford, McKay, 11-2	2.70
3029	—Girls' Velour Calf Oxford, McKay, 8-10½	2.35
4030	—Misses' Tan Calf Oxford, McKay, 11-2	2.80
3030	—Girls' Tan Calf Oxford, McKay, 8-10½	2.45

749	—Youths' Velour Calf Bal., Imit. Welt, 11-2	$3.00
749x	—Youths' Velour Calf Bal., Fudge Stitch, 11-2	2.90
750	—Youths' Tan Calf Bal., Imit. Welt, 11-2	3.15
750x	—Youths' Tan Calf Bal., Fudge Stitch, 11-2	3.05
745	—Youths' Velour Calf Blucher, Imit. Welt, 11-2	3.00
645	—Little Gents' Velour Calf Blucher, Imit. Welt, 8-10½	2.60
746	—Youths' Tan Calf Blucher, Imit. Welt, 11-2	3.15
646	—Little Gents' Tan Calf Blucher. Imit. Welt, 8-10½	2.75
745x	—Youths' Velour Calf Blucher, Fudge Stitch, 11-2	2.90

TERMS—ON "IN STOCK" LINES
NET 30 DAYS FIRST FOLLOWING

Getty & Scott Limited

Makers of Classic Shoes for Women and Children

Galt, Ontario

THE CLASSIC SHOE

Growing Girls' and Children's Shoes

IN-STOCK

8012—Tan Cf. Blu. Ox., 7/8 Heel, McKay C & D..... $3.75
8010—Velour Cf. Blu. Ox., 7/8 Heel, McKay C & D..... 3.55
8011—Patent Blu. Ox., 7/8 Heel, McKay C & D..... 3.65

8091—Tan Cf. One Strap Buckle, 7/8 Heel, McKay..... $3.75

840—Tan Cf. Bal. Ox., 10/8 Heel, McKay D..... $3.50
844—Velour Cf. Bal. Ox., 10/8 Heel, Mckay D..... 3.35

Children's Turns

123—Pat. Butt., Imit. Heel, 2-5 $1.50
223—Pat. Butt., Spring Heel, 4-7½ 1.90
1120—Vici Kid Button, Turn Imit. Heel. 2-5..... $1.45
2120—Vici Kid Button, Turn. Spring Heel, 4-7½..... 1.85
1127—Vici Kid Button, Turn Rubber Heel 2-5..... 1.55
1122—Brown Kid Button Turn, Imit. Heel. 2-5..... 1.60
2122—Brown Kid Button Turn Spring heel. 4-7½..... 2.00
106—Patent Blucher, Turn Imit. Heel. 2-5..... 1.50
206—Patent Blucher, Turn. Spring Heel. 4-7½..... 1.90
1119—Vici Kid Blucher, Turn Imit. heel (with tip) 2-5..... 1.45
2119—Vici Kid Blucher, Turn, Spr. heel (with tip), 2-5..... 1.85
1117—Vici Kid Blch. Turn, Rubber heel (with tip) 2-5..... 1.55
1121—Br. Kid Blch. Turn, Imit. heel (with tip) 2-5..... 1.60
2121—Br. Kid Blch. Turn, Spring heel (with tip) 4-7½..... 2.00

806—Tan Cf. 8" Bal, 10/8 Heel, McKay D $4.15
803—Blk. Cf. 8" Bal, 10/8 Heel McKay D 3.85

TERMS—ON "IN STOCK" LINES
NET 30 DAYS FIRST FOLLOWING

800—Tan Cf. 7½" Bal., Fair Stitched, 7/8 Heel, McKay C & D.....$4.15
801—Blk. Cf. 7½" Bal Fair Stitched, 7/8" Heel, McKay C & D..... 3.85
(Ready September 25th.)

Getty & Scott Limited

Makers of Classic Shoes For Women and Children

Galt, Ontario

The Famous *Aunt Mary* *Outsize* *Shoe*

The shoe that sells every month and every week of the year.

That sells again and again to the same customer.

That brings new customers who in time become valued old customers.

That has a quality of sole and upper stock plus workmanship that means service and satisfaction to the purchaser.

That has variety of style and fit that enables you to give foot comfort in the most difficult cases.

That never becomes a dead one on your shelves.

That pays you a profit from the first to the last pair.

That you can get at a moment's notice in any quantity—one pair or thirty.

That is built to a standard of quality not made to sell at a price. A trial of them will prove that every word of the above is true.

FLEXILE PROCESS THE GRACIA SHOE TRADE MARK GUARANTEED

PRICES

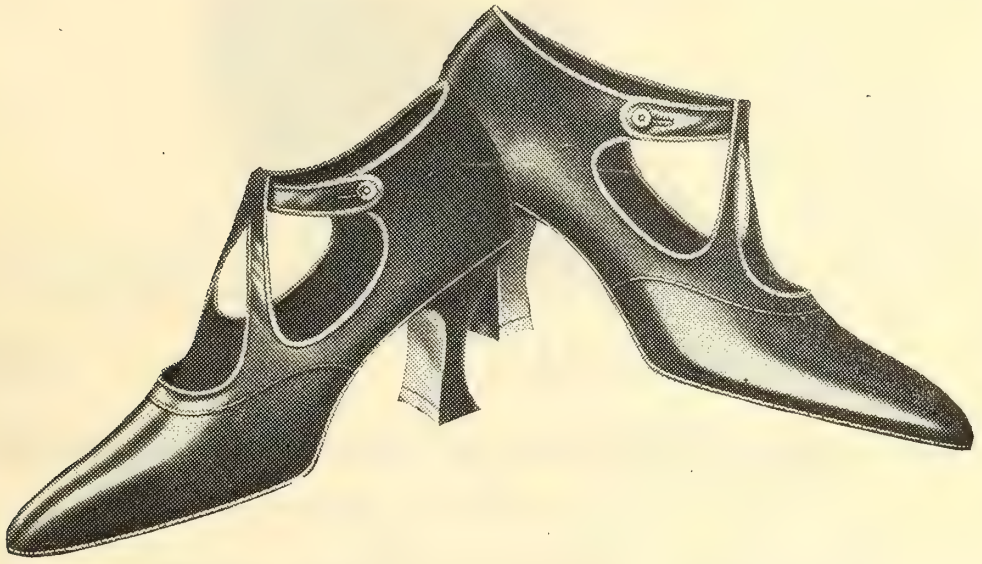
83 Kid, 1 Strap, 2 Button Theo. Plain Toe, EE $3.25
84 Kid Button, Plain Toe, Standard Leg, EE $4.25
85 Kid Gypsy Bal. Standard Leg, EE $4.50
86 Kid Bal. Fat Ankle, Plain Toe, EE $4.25
87 Kid Bal. made on Combination Last, regular EE Aunt Mary Forepart, D width over instep and C Leg $4.25
88 Kid Bal. Plain Toe, Standard Leg, EE $4.25
89 Kid Bal. Kid Tip, Standard Leg, EE $4.25
90 Kid Oxford, Plain Toe, Plain Quarter, EE $3.25
91 Kid Oxford, Kid Tip, Plain Quar. EE $3.40
92 Kid Oxford, Gypsy Cut, EE $3.50
Sizes 2½ to 8. Add 50c for size 9.

The new spring samples of Gracia Shoes are now in the hands of our travellers. See them before buying.

The W. E. Woelfle Shoe Co., Limited

Kitchener *"The In Stock House"* **Canada**

OWENS - ELMES



A Fashionable French Model

One of several unusual designs we are featuring for the Autumn trade, and which so well meets the prevailing demand for this style of shoe that it sells readily to ladies who appreciate refinement and exclusiveness in footwear. Every little suggestion of Paris has been superbly interpreted.

In black satin, black patent leather and black patent with suede trim. High French, Military and Cuban heels, in all sizes and widths.

Enquiries for this and other new models for fall and winter will receive prompt and careful attention.

Owens-Elmes Mfg. Co. Ltd.

12-14 Sheppard St. - - Toronto, Ont.

Operating the only factory in Canada making strictly hand-turned shoes

The Hector Shoe

Kid Oxford Saddle Tip, Cushion Turn
Widths E, EE, & EEE.

STYLE QUALITY SERVICE

Makers of a Full Line of Turned Footwear

Get in touch with your jobber immediately.

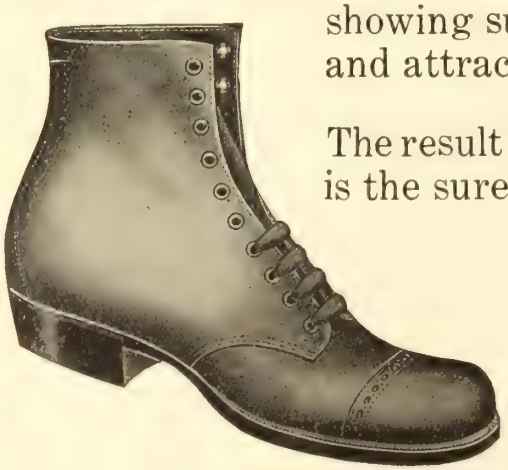
Hector Shoe Company

331 Demontigny St. East - Montreal

S. Desrochers **F. X. Leblanc**

Genuine Satisfaction in Every Pair

Every pair of Hydro City shoes are built to a definite standard. The materials—solid leather throughout; the workmanship—careful and showing superior skill, the appearance—comfortable and attractive.



The result is genuine satisfaction in every pair which is the surest and shortest route to better business.

Why not give Hydro City a trial?

Large stock of leading lines ready for delivery, both at 342 Richmond St., London; and at Kitchener.

HYDRO CITY SHOE MFRS.

KITCHENER **LIMITED** **ONTARIO**

ANNOUNCEMENT

OUR REPRESENTATIVES WILL SOON BE IN THEIR RESPECTIVE TERRITORIES WITH A FULL LINE OF

WOMEN'S WELTS & TURNS

IN ALL THE LATEST STYLES AND PATTERNS

WORKMANSHIP AND MATERIALS OF THE HIGHEST STANDARD

See Them Before Buying

Myles

Shoe Company Limited TORONTO

A. A. COTE & SON LIMITED

This year the consumer will be looking for "a shoe at a price" and you Mr. Retailer can offer in these lines something exceptional in workmanship, style and comfort, at a price to suit all comers.

STANDARD SCREWED SHOES

In Men's, Boy's, Youth's Little Gent's and Children's.

McKAY SEWED SHOES

In Men's, Boy's, Youth's Little Gent's and Children's.

Let us know your requirements
Samples sent on request

A. A. COTE & SON LIMITED
ST. HYACINTHE, P. Q.

"La Duchesse"

Women's, Misses' and Children's medium McKays

Women's Slippers and Canvas Shoes

Turn Slippers for Men

Excellent materials combined with high-class workmanship make the "La Duchesse" line a leader : : : :

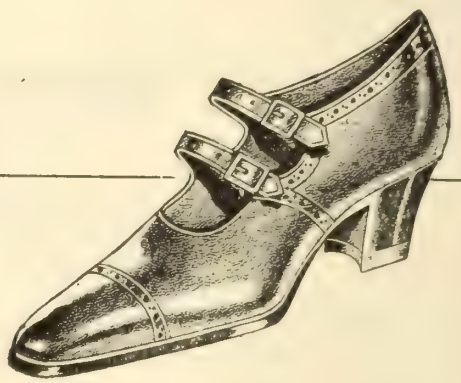
Jobbers Only

"La Duchesse" Shoe Co.
Registered
MONTREAL

GOULET

for

The Shoe
The Price
The Service



Better than ever are our facilities now for backing up the jobber with the right shoe at the right price. Increased business has demanded enlarged facilities in the shape of a new and commodious manufacturing annex now in operation.

This means increased usefulness and service to our customers. It also means larger output and consequent economy in production. You can capitalize this economy by dealing with us.

O. Goulet & Sons
LIMITED
575 St. Valier St.
QUEBEC

Like Wildfire

THE first dealers to handle KEWPIE KEWPS, did so largely upon the reputation of the Galt shoe in past years. Now dealers are sending in their orders because this new line has established itself upon its own merits in a startling way.

The demand has spread like wildfire. Everywhere you hear dealers expressing themselves in glowing terms of Kewpie Kewps. No other shoe of its kind, they say, is so easy to sell and so sure of giving satisfaction.

If you have not yet examined samples, drop us a line now.

Process fully protected by patent

Infants' sizes 2-5 made with Chrome Tanned Elk Sole. Larger sizes with regular high grade Oak Sole Tannage.

And now that schooldays are here--

Eclipse Shoes

Good looking, sturdy, comfortable and economical—the ideal school shoe for Growing Girls, Youths, Misses and Children. Every pair represents maximum value.

McKays and Turns. Send for our In-Stock List of 50 Lines.

Give these lines a trial. It will pay you

The Galt Shoe Mfg. Company, Limited

Galt - Ontario

Manufacturers of Growing Girls', Youths', Little Gents', Misses', Children's and Infants' Shoes.
Permanent Sample Room, Toronto—Room 7C, Cosgrave Bldg., 167 Yonge St., Telephone Main 2250

To Holders of Five Year 5½ per cent Canada's Victory Bonds

Issued in 1917 and Maturing 1st December, 1922.

CONVERSION PROPOSALS

THE MINISTER OF FINANCE offers to holders of these bonds who desire to continue their investment in Dominion of Canada securities the privilege of exchanging the maturing bonds for new bonds bearing 5½ per cent interest, payable half yearly, of either of the following classes:—

(a) Five year bonds, dated 1st November 1922, to mature 1st November, 1927.

(b) Ten year bonds, dated 1st November, 1922, to mature 1st November, 1932.

While the maturing bonds will carry interest to 1st December, 1922, the new bonds will commence to earn interest from 1st November, 1922, GIVING A BONUS OF A FULL MONTH'S INTEREST TO THOSE AVAILING THEMSELVES OF THE CONVERSION PRIVILEGE.

This offer is made to holders of the maturing bonds and is not open to other investors. The bonds to be issued under this proposal will be substantially of the same character as those which are maturing, except that the exemption from taxation does not apply to the new issue.

Holders of the maturing bonds who wish to avail themselves of this conversion privilege should take their bonds AS EARLY AS POSSIBLE, BUT NOT LATER THAN SEPTEMBER 30th, to a Branch of any Chartered Bank in Canada and receive in exchange an official receipt for the bonds surrendered, containing an undertaking to deliver the corresponding bonds of the new issue.

Holders of maturing fully registered bonds, interest payable by cheque from Ottawa, will receive their December 1 interest cheque as usual. Holders of coupon bonds will detach and retain the last unmatured coupon before surrendering the bond itself for conversion purposes.

The surrendered bonds will be forwarded by banks to the Minister of Finance at Ottawa where they will be exchanged for bonds of the new issue, in fully registered, or coupon registered or coupon bearer form carrying interest payable 1st May and 1st November of each year of the duration of the loan, the first interest payment accruing and payable 1st May, 1923. Bonds of the new issue will be sent to the banks for delivery immediately after the receipt of the surrendered bonds.

The bonds of the maturing issue which are not converted under this proposal will be paid off in cash on the 1st December, 1922.

W. S. FIELDING,
Minister of Finance.

Dated at Ottawa, 8th August, 1922.

Make the Most of Summer Sales

"OUTING" BRAND

CANVAS SHOES

Study out the definite selling points of "Outing" Brand Canvas Shoes for yourself and your salesmen.

These sturdy, comfortable, durable shoes are rich in selling points that will reward your effort by convincing customers and closing sales for you.

Observe the exceptional quality of the canvas used; the superior tread; the quality of the rubber and its pliability. Your examination will reveal many more points that will appeal to your merchandising ability and experience.

Is Your Stock Complete?

GUTTA PERCHA & RUBBER

Limited

Head Offices and Factories: Toronto

(Branches in all leading Canadian cities)

"THE WEAR THE BREITHAUPT LEATHER COMPANY (LIMITED) KITCHENER, ONT IS THERE"

Stiffening of Hide Quotations Should Warn Leather and Shoe Buyers

Heavy packer hides from which sole leather is produced have been selling at prices ranging from 40 to 50 per cent higher than those of a year ago.

Advances on all selections and weights of Sole leather are inevitable.

The Breithaupt Leather Co.

Limited

Manufacturers of "the Standard of Canadian Sole Leather"

Sales Offices:

KITCHENER TORONTO VANCOUVER MONTREAL QUEBEC

Tanneries at:

PENETANG HASTINGS KITCHENER WOODSTOCK BURK'S FALLS

Footwear in Canada

A National Journal of its Findings, Making and Sale, with a quality circulation—every reader a possible buyer.

Published Monthly.

HUGH C. MACLEAN PUBLICATIONS
LIMITED
THOMAS S. YOUNG, Managing Director

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

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CHICAGO	-	14 West Washington St.
LONDON, ENG.		16 Regent Street S. W.

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Vol. 12 September, 1922 No. 9

"Load Factor" and "Style Factor"

It is seldom that the demand for electrical energy in South Western Ontario approaches the limit of the capacity of the great generators at Niagara Falls. At certain times, perhaps not 5 per cent. of the full capacity of the big turbines is being drawn from the wires which intertwine the towns and cities of the Niagara Peninsula and the surrounding territory. But it has been necessary to expend scores of millions of dollars in installing a plant big enough to handle not the average demand, but that "peak load," which may be reached at 5 o'clock in the afternoon of a dark December day. If the electrical system cannot take care of the "peak load" which comes, perhaps, but for one hour on one day of the year, it falls down just at the time when the need for its service is greatest.

That is why electrical engineers are so interested in what they call "load factor"—that is the relation between the average output of a generating plant and its full capacity. They want to install a plant just big enough, to safely cover the "peak," and a reasonable reserve—and no bigger. It is therefore obvious that if the demand can be spread out so as to lower the peaks and fill in the valleys, it greatly affects the costs of supplying electricity to the consumer. Where the demand is absolutely constant, the highest efficiency and the lowest operating costs are possible, while the wider the variation the lower the efficiency and the higher the operating costs.

That is a big problem in the electrical industry—and we also have just the same problem in the shoe industry. It affects the individual plant and it affects the industry as a whole. The substitution of hand to mouth buying for the old semi-annual schedule has upset our load factor. Formerly the manufacturer sent out his travellers in the spring and fall, took his orders, laid out his plans for the season's production, and worked steadily the year 'round, except for the lull at the end of each season. But now what have we? The demand for shoes is about as variable as the weather. We have "peak loads" of demand which the industry cannot possibly take care of, and then there are sudden declines to almost the vanishing point. Any factory that could supply the kind of shoes that were wanted just at the time they were wanted could do a phenomenal business. But that's where the "load factor" comes in. We haven't the plant capacity in the shoe industry to cover the peaks, while, when we get into those deep valleys, our overhead keeps runnning along just the same eating into any profits and increasing the cost of producing shoes.

We asked a well-known manufacturer for his opinion on the situation recently and here is what he had to say:

"In order to increase the load-factor in the shoe industry it would be necessary to standardize the style in lasts, patterns and leather, which would permit the shoe manufacturers to make stock ahead and work on a 90% average. However, with the styles changing four times yearly, we have to wait for orders and for this reason the average load-factor, in our industry, varies between 50 to 65 per cent. Manufacturing stock ahead, these times, is merely a game of chance, as it is impossible to know exactly what style, etc., will be in demand two months hence.

"But increasing the load-factor, (manufacturing stock ahead) means additional capital and this is another hindrance. However, as long as the styles keep changing so often, there will be no improvement in the load-factor of the shoe industry."

Seems as if a high style factor and a high load factor don't go together, and a low load factor and high efficiency don't go together. Also low efficiency and low costs don't go together. So what are we going to do about it? The high style factor is the root of the trouble.

Upward Trend of Prices

One of the leading Canadian shoe manufacturing companies has made a general advance of 5% in its prices, effective from Sept. 1, according to information received at the office of the Shoe Manufacturers' Association. We also hear that there is an advance in the price or side leather shoes to the jobbing houses amounting to as much as 15 cents a pair.

These increases are a direct result of the stiffening of the leather market. The latest quotations at time of writing show a general advance of sole

leather of 2 cents a pound. Hemlock sides now run from 40 cents for the lighter weights to 45 cents for the extra heavy, and oak sides, 42 cents and 47 cents. Crops, hemlock, are 49 to 54 cents, according to weight, and, in oak tannage, 52 to 57 cents. There is an advance of 3 cents a foot on side leather and 5 cents on calf.

The tanners are undoubtedly forced through the higher costs of hides to increase their quotations, and this is being reflected in the shoe manufacturers' prices, as it will also eventually, no doubt, in the retail prices. While, from one standpoint, it is a healthy and encouraging sign, there is a grave danger of a downward reaction if there is any appreciable advance in the cost of shoes to the consuming public.

Investing at 36 Per Cent.

Suppose a business man in whom you had perfect confidence walked into your office some morning and asked you to lend him $100. at 36%. Suppose a man to whom you owed $100. came in and said; "if you will pay me right now, I will discount it at 36 per cent." If your conscience did not prick you, you would jump at either offer, and if you did not have the money in your pocket or in the bank, you would make arrangements with the bank to loan you the necessary money for 6½ or 7%.

This in effect is the offer your manufacturer or jobber makes to you with every account he renders on a basis of 2%, 10 days, net 30 days. If you accept his offer you are making 36% on your money. If you do not accept his offer you are doing what is equivalent to paying 36% yourself in the meantime.

It is a rather remarkable fact that a very large number of footwear dealers do not take advantage of this splendid opportunity to make their money work for them. It is poor business to neglect these discounts, and excellent business to take advantage of them. As a matter of fact the rate offered is so high that certain manufacturers are considering the advisability of reducing the 2% to 1%, which would be still equivalent to allowing a discount of 18%.

Just consider for a moment what this may mean in a year. Suppose a dealer were doing business in a small way and his accounts amounted to only $100. a month; his monthly discounts would be $2., and his yearly savings from this source $24. Here is a case where a man with $100 capital, turned over every month, makes 24% on it, merely through taking his discounts. A turnover of $1,000 a month would yield in the same way, a profit of $240 a year.

There is no other source of income that yields so high a return to the merchant as this opportunity of discounting his bills. Never fail to take advantage of it. It is important enough to represent the difference between success and failure.

Some one may ask how the 36% is obtained. It works this way; 2%, 10 days net 30 days, means that your bill of $100 is due 30 days from to-day. You are allowed 10 days of grace, and if at the end of 10 days (or at any time during that period) from the date on your invoice you are in a position to pay the bill you get a discount of $2. i.e. you pay $98. That $2 represents interest received for a period of 20 days, which is at the rate of $36. for 360 days.

Was the Customer Right This Time?

Here's an instance of unreasonableness on the part of a customer that would be hard to beat. And, what seems most remarkable, the attitude was encouraged by a retailer. The incident was related by a Western Ontario shoe merchant. This is how he tells us it happened:

A customer bought a pair of oxfords. After a couple of months wear he brought them back to the store on account of the stitching having given way, and demanded a new pair. In the meantime he had had rubber heels put on them. The shoe retailer took the oxfords and sent them back to the factory and in due course a new pair were forthcoming. The customer called for them, and when they were handed to him, he said, "Hey! But what about the rubber heels?"

"What rubber heels?" asked the retailer.

"Why I paid 60 cents to have a pair of rubber heels put on the pair I returned. I shouldn't be at the expense of having the rubber heels put on these."

"But, Good Heavens, man! I'm giving you a new pair of shoes. You don't surely expect that I should put rubber heels on them for you."

So the argument went on. Finally, the shoe merchant said, "Now, look here! We want to be absolutely fair to our customers, but what you ask seems to be about the limit. You've had two months wear out of the discarded pair, which should surely be worth the price of the heels. But I'll tell you what you do. You go to any other shoeman in town and explain the case, and if he says he would put on the heels in like circumstances, we'll do it for you."

The customer went to one retailer, who, he said, refused to pass judgment on the matter at all. He then tried a second, and this man, so the customer, declares, stated without hesitation that he ought to have the rubber heels into the bargain.

The merchant who sold the shoes did put on the rubber heels finally without charge, but he has a poor opinion of his fellow retailer, who rendered what seemed like a very unfair decision.

It's Applied Energy That Counts

"The test is efficiency. A machine is no good that does not work. There is more power in an engine of one catpower that works than in an engine of a thousand horse-power which accomplishes nothing. Civilization is only a synonym for efficiency. Efficiency means vision and application."—Dr. Coker.

This New Montreal Shoe Store Is One of Canada's Finest

Luxurious, Restful and Refined, W. H. Stewart's Establishment on Peel Street Will Appeal to the Fancy of the Exclusive Trade—Some Unique Features of Layout and Furnishing That Add to the Store's Attractiveness

Montreal has a new shoe store. It is new in more ways than one. If you visited it, you would know what we mean. As soon as you enter, you get a new impression. You say to yourself, "There's something different about this place,"—and then you begin to wonder wherein the difference lies. You can't figure it out for a moment—for there's nothing freakish or startling about the establishment. As a matter of fact, it is quiet and dignified. Then you decide it's because it's more roomy, bright and cheerful than the average store, and a little closer observation reveals to you the care which has been taken in creating this effect.

W. H. Stewart is a veteran of the trade, and has operated several fine shoe stores during his career, but his present premises on Peel St., opposite the new Mount Royal Hotel, are undoubtedly an improvement on any of his former establishments. The store was laid out and furnished according to Mr. Stewart's own design and it is speaking conservatively to say that it ranks among the finest shoe stores in the Dominion.

A "High Visibility" Window

Study the illustrations and get the details of the place. Mr. Stewart has a preference for a single large window, rather than two smaller ones, due to the increased latitude allowed in display where greater space is available. Hence the front has been laid out with the entrance at the side. The window has an oak floor inlaid with darked wood, and there is also a background of oak up to the line of vision, which shuts off the view of the interior from the sidewalk. The light color of the background, combined with excellent artificial lighting, gives the maximum of visibility to the shoes displayed. A passer-by does not have to dodge around and try to make a shadow with his body in order to blot out the reflections of the buildings on the opposite side of the street. He can see all the merchandise in the window perfectly without effort. Above the oak background, extending to the ceiling, is clear glass, the upper section of which is leaded. A considerable amount of day-light is thus admitted into the interior, and this is one feature which helps to make the store exceptionally bright.

When you have once been in the Stewart establishment, you'll want to go there again, the atmosphere is so cheerful, so refined, so inviting. When you enter, you find yourself in what seems like a luxurious rest room. There, we think we've struck it!! The secret of the attractiveness of this store is its restfulness. It's the very antithesis of the bargain house. The salesmen treat the customer with the same quiet courtesy that she might expect to receive in an exclusive hotel. The appearance of rush and bustle is avoided. There is nothing that will produce "shoppers' headache."

"Salon" Effect Makes Store Particularly Inviting

There are no stock fixtures in the front section of the store. It is handsomely furnished with wicker armchairs and settees, which are finished in grey and upholstered in corduroy. This latter material presents a very attractive appearance and gives the best possible wear. The walls are in panelled effect up to a height of eight feet and papered in a bright, attractive pattern between the panels. Above the panelling, the walls and the ceiling are in white. The wood trim is ash, light finish, and the whole effect is very bright. The artificial illumination is semi-indirect, using a special type of glassware which gives a soft clear light.

A shoe shine stand is located at the right, in front, providing a service in attractive surroundings which is sought by many women. In the centre is a special type of display case which has novel and pleasing features. It is all glass with the exception of the base and two uprights at the rear, and the ends are rounded in a perfect curve, so that there is nothing to obstruct the view of the goods on display from any angle. A new type of sliding glass doors makes access to the case particularly convenient.

Special Type of Carton Economizes Space

The entire depth of the store is 110 feet, and the main selling floor is 75 feet from entrance to the rear. Of this 75 feet, about one-third is occupied by the "Salon" section described above. Back of this, occupying the remainder of the space, is the fitting section, with a seating capacity of twenty-six, thirteen chairs facing on either side. Individual oak arm chairs are used. The stock fixtures extend the length of the fitting floor on either side and provide space for 2,000 cartons. An economy of space has been effected by the use of a special carton, which is narrower than the cartons ordinarily employed and a few inches longer. In this way, the stock fixtures installed occupy a somewhat greater depth, but provide accommodation in the same wall space for a larger number of cartons.

As shown in the illustration, there is an enclosed display case at the end of the shelving nearest the front of the store on either side. This is used for the display of both shoes and findings. Another neat feature is a press with a mirrored door which serves the double purpose of showing the customer how her shoes look and providing space for stocks of findings. There is one of these enclosed in the shelving on either side of the store.

Orthopaedic Department a Feature

At the rear of the selling floor, on a mezzanine balcony, the office is located. Beneath the office are two rooms, one of which is used as a cloak room, while the other will be occupied by a foot specialist. Orthopaedic advice and treatment will be featured as one of the special services of the store. The arrangement is that this specialist will operate independently. He will not be charged for the room, but will turn over a percentage of the gross profits to the firm.

Surroundings That Make Shopping a Pleasure

The window of the Stewart Store lends itself to effective and varied display, and the interior has a spacious and inviting air that makes it easier to enter than to leave. "Salon" arrangement of front section gives impression of distinctiveness. Note special type of all-glass show case, also use of space at rear of window for display purposes.

A little feature which contributes to efficiency is a dumb waiter which communicates between the cloak room and the office. It is used for sending up parcels to be wrapped. A push sends it up to the parcel desk and a push sends it down again. In this way space is saved on the main floor through having the wrapping department upstairs, while it occasions no loss of time.

Right at the rear of the store is a stock room. The entrance from the selling floor to the orthopaedic department and the stock room is draped with heavy plush curtains. Above, the railing of the office balcony has a valance of cretonne in a pretty design, which gives a pleasing touch of color. These are merely details, but they illustrate the care which has been taken in the little things which count so much in the "ensemble," whether it be in costuming a woman or furnishing a store.

A Location That Will Pull Business

The location of the Stewart establishment is one of the factors which go to ensure its success. It is opposite the main entrance of the new Mount Royal Hotel which, when it is completed, will be one of the finest hotels on the continent. Large crowds, both of visitors and of the citizens of Montreal, will be attracted thither daily. There are banquet halls, music rooms, and rooms for private dances. The hotel will not only be a place to eat and sleep; it will be a sort of community centre for the wealthiest folk in the city—and these people will pass and re-pass Stewart's store many times in the week. Needless to say, Mr. Stewart will have window displays that will lure them within its gates, and there will be shoes and service to make customers of them.

New Services Planned by N.S.R.A.

"No radical change in policy or spectacular effort is planned by the Executive of the National Shoe Repairers' Association of Canada, but it is the intention that new services shall be developed as quickly as possible and additional work undertaken in the interests of the Canadian retail shoe trade generally and also that the Association shall become, to an increasing extent, an efficient agency through which individual retailers may be assisted in their business problems." So stated Mr. S. Roy Weaver, the newly appointed Acting-Secretary of the National Shoe Retailers' Association, when asked by "Footwear in Canada" to outline any plans which might be contemplated by that Association. He added:

Mr. S. Roy Weaver, manager of the Shoe Manufacturers' and Shoe Wholesalers' Associations, who has been appointed acting secretary of the N.S.R.A.

"An Information Service already has been instituted, the initial number having been mailed to members during the first week in September. At the outset this will be a regular monthly service supplemented by special issues as circumstances may warrant. It will deal with matters of genuine practical interest to the retail shoe trade.

"It is the desire of the Executive Committee that the Association should keep in touch with all members and that the relationship should be just as close as it is possible to make it. But the Association's eagerness to serve will count for little, unless the retailers themselves are willing to let the Association be of service. The latter has facilities for obtaining information promptly on matters of concern to the trade and invites correspondence from members.

"New services will require some time for their development and the first essential would appear to be that a thorough survey of retail shoe trade problems should be made. Suggestions already have been placed before the Executive and other recommendations will be brought forward from time to time. We must expect to build slowly, if we are to build safely. Members will be kept informed as new activities are undertaken, and will be given every opportunity to express their opinions and to offer suggestions. The Keystone of success must be the sympathetic interest and active co-operation of the members themselves.

"The appointment of an Acting-Secretary does not mean that the Executive Committee is surrendering any of its responsibilities. That Committee will give its best efforts to increase the usefulness of the organization and if every individual member will do his part we may look confidently for a large measure of success."

One of the Big Jobs of Canadian Shoedom

The shoe trade will not be surprised to learn that Mr. J. J. McHale, of Scott-McHale, Ltd., London, Ont., is coming into further prominence in the Canadian footwear industry. Mr. McHale has now taken charge of both the manufacture and sale of the output of the Getty & Scott plant at Galt in addition to that of the London factory.

Since his connection with the Scott-McHale concern, Mr. McHale has won high place in the esteem of Canadian shoemen, and the footwear manufactured under his supervision has enjoyed a wide popularity. He is an old Canadian boy who made good in the shoe world in the United States and then returned to London to follow his chosen profession. For many years he was with the Brown Shoe Company, of St. Louis, as was his grandfather, who at one time, many years ago, made shoes in London.

Mr. McHale will divide his time between London and Galt and will have as his assistant in London, Mr. Ralph Pollitt, who was with him for many years in St. Louis and has had wide experience in making men's fine shoes. Mr. Pollitt will superintend the production end of the London business.

"Help! Help!" screamed the man who had fallen into the water. "I can't swim." "Neither can I," replied the raw-boned deck hand on the dock, "but I haint makin' such a fuss about it."

Bright Prospects in the West

Mr. Frank A. Williams, of the Tred-Rite Shoe Co., Otterville, Ont., has recently returned from a trip through Western Canada to the Pacific Coast. Mr. Williams brings back with him an optimistic outlook regarding prospects for business this fall. Stocks throughout the West appear to be low, he states, and crop conditions generally are excellent. In Manitoba, Southern Alberta and Southern Saskatchewan, the outlook is for a wonderful yield. In central Saskatchewan and Alberta, the crop is in some places poor, but in the northern sections of these provinces, the conditions generally are good, and taking the West as a whole, the situation is excellent. Westerners, however, having been disappointed last year, are not inclined to allow themselves to anticipate the actual outcome, and are adopting the "wait and see" attitude. Still they can't help being hopeful, and the feeling generally may be described as one of restrained optimism.

Painted Patterns

A. E. Goodwin, of Lynn, Mass., has discovered a solution which makes it possible to paint a shoe design right on the last. This means that the pattern, colors, and so forth, can be shown in their true relationship right on the last without having to experiment by making up a new shoe. In this way, the creation of a style will be speeded up, and if necessary the manufacturer could send a sample to the retailer, "in the wood," picturing the shoe as it would appear when completed.

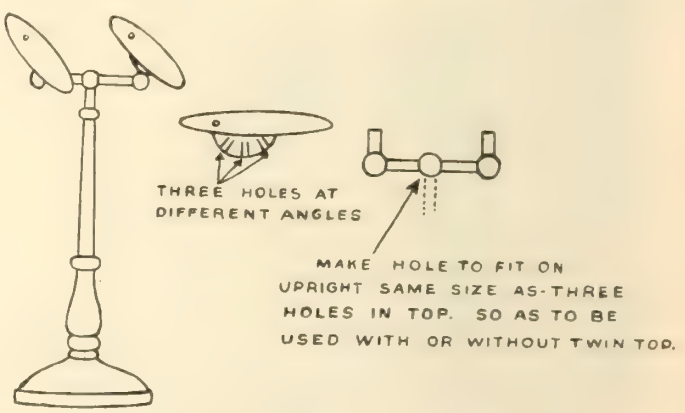
Hints for the Shoe Window Trimmer

This, the second of our series of talks on window display, takes up the subject of fixtures. These articles are written by a display man of wide experience and will prove of very practical value to the shoe retailer and his window dresser. Any enquiries from our readers regarding problems of window display and equipment will receive prompt and expert attention.

In this, the second article of our series on window trimming as it applies to the shoe retail trade, the subject of stands will be dealt with. The writer believes it to be one of the utmost importance, for stands mean a great deal in the appearance of a window. The modern shoe firms in the big commercial centres expend huge sums on window fixtures. I particularly noted this to be the case, with one or two exceptions, while over to Chicago a few weeks ago attending the International Association of Display Men's convention held in that city. Of course, I realize that the many shoe merchants throughout the country cannot afford to lay out large amounts in this way. Fixture manufacturers offer some very beautiful and effective designs, but good serviceable stands can be turned out at your nearest cabinet makers that will serve the purpose.

You will find that the walnut finish(or better still, of course, the real walnut) is the most useful all 'round color to deal with. If you have your stands turned out at a nearby planing mill or cabinet maker have him deliver them to you in the natural wood (walnut, if possible); get a small quantity of dry burnt umber at a paint shop and half a pint of raw linseed oil. Add to the oil a very small portion of the burnt umber and mix it well and try it on the bottoms of these bases of your stands first to see that you have the right shade. When the desired shade is obtained, go ahead with a small paint brush, one at a time, just rough painting with the mixture. Ten allow to stand for five minutes, and rub off with a piect of waste or cheese cloth all that can be got off. if not dark enough when dry, repeat until a real walnut tone is obtained. After the stands have been allowed to thoroughly dry, apply a coat of any good floor wax, and let it dry, the same as in waxing a hardwood floor. Then polish with a cheap little hand brush. The first two coats of wax will not produce much gloss, even after the brush has been applied, but with patience and about four coats of wax, you will be rewarded by a fine finish such as you see on the most expensive sets of furniture and one that can always be kept bright and fresh by an occasional coat of wax.

The uprights of the stands are generally made in three heights, 12, 18 and 24 inches—even 30 inches is not too high if the floor of your window is quite low.



Illustrating a simple and effective type of window stand

However, that must be determined by the individual circumstances. A stand that the writer has found very satisfactory, and one that can be used either for pairs or single shoes in one after the order shown in the accompanying sketch. As will be noted, the tops can be adjusted to three different angles, according to the taste of the trimmer.

If any reader is contemplating getting, or making, any of these fixtures and desires information about them, or regarding the methods of finishing, I shall be only too glad to offer advice.

Footwear at the Fair

Made-in-Canada Shoe Exhibit at Canadian National Exhibition

Bird's-eye View of Event Which Promises to become ANNUAL and NATIONAL

The Final Pronouncement on Footwear Fashions for Coming Season

That the "Made-in-Canada" shoe exhibit at the Canadian National Exhibition will be an annual affair from now forward goes almost without saying. The comments by the shoemen who visited the show and by the manufacturers who took part in it have been unanimously favorable and, generally, enthusiastic. Of course, it is easy to suggest improvements, and there will probably be a multitude of suggestions forthcoming as to how the event should be handled next year, but the fact remains that it has been a big success this year, and the management of the Shoe Manufacturers' Association deserves high credit for the manner in which the exhibit was planned and carried through.

The Advantages of a Shoe Exhibit at the C. N. E.

There are obvious arguments in favor of holding this exhibit annually at the Canadian National Exhibition. At no other point on this continent, probably, does such a great crowd of people gather every year for the purpose of seeing the products of industry and its developments. They are all agog to learn what's new in every line. Their eyes and ears are open and they are in a frame of mind to be educated. Where an exhibition of shoes is put on independently, the manufacturers are placed under the necessity of attracting the attention of the public and arousing their interest and they can only appeal to a purely local crowd. At the Big Fair, however, people gather from almost every part of the country, and their interest is already created. They will take in everything that is worth while, and the Canadian shoe manufacturers can make an exhibit of their products very well worth while indeed.

Make Canadians Proud of Canadian Shoemaking

The great majority of Canadians are today buying shoes that are made in their own country, whether they realize it or not. They see splendid footwear exhibited in the windows of the retail stores, but many do not stop to think whether it is of home or foreign production. The number of those who now demand American shoes is not large, but there are many who still take it for granted when they are fitted with a particularly snappy, stylish well-finished shoe that it is an imported article. Such an exhibit opens their eyes. Again and again one would hear women, and men too, remark, "What a lovely shoe! I had no idea they produced goods like this in Canada." It's worth a good deal to make Canadians enthused about the footwear produced in their own country, isn't it?

Why Not Make it a NATIONAL Show?

The C. N. E. also furnishes the opportunity to get a large number of shoeman together from different parts of the country. The Exhibition is becoming a place of wonderful attraction. Things are being engineered upon a larger scale every year, and new features are being added which make it an event of unique interest. More shoemen will gather in to see the shoe exhibit plus the Big Fair than would come to see an exclusive showing of shoes. It should be the object to make it a **National** show in the real sense of the word, with **all** of Canada's important shoe manufacturers taking part. This year there were 27 shoe manufacturers exhibiting and eleven firms belonging to the allied trades. There is no reason why next year there should not be sixty or seventy shoe concerns and a representation of as many as twenty-five from the associated industries. With a show of this size, the exhibition authorities would be ready to give the greatest possible concessions in the matter of location and prominence.

A Bird's-Eye View of the Style Situation

Retailers who failed to visit the shoe exhabit missed an almost unparallelled opportunity for sizing up the style situation and general conditions in the industry. "Footwear in Canada" spent the best part of two days nosing around the show and calling at the various booths and regarded it as a gilt-edge investment of time. The shoes were there

Footwear at the Fair

and the shoemen were there and one could get a bird's-eye view of the whole situation. Shoes for every purpose were shown and they were of a quality, in each instance, unsurpassable in their class. A shoe machinery man, who has seen other countries products on both sides of the Atlantic, declared to us most emphatically that he had never seen a finer showing of footwear anywhere. There really were examples of shoemaking that were a delight to the eye, flawless in workmanship, materials and style.

Summarizing Women's Shoe Styles

The samples shown, which in most cases were just fresh from the factory, formed a most interesting commentary on the trend of fashion. Patent leather is still the leading feature in materials for women's shoes. Probably the reason is that it lends itself so effectively to combinations. Patent with suede trimmings makes a very attractive shoe, and a practical piece of wearing apparel. Brown calf combined with sand colored suede, of which there were some examples shown, looks very well indeed, but there is some objection to it on the ground that it will be difficult to keep the leather polished without soiling the suede. In the oxfords, calf and kid leathers are stronger than in the straps. Two or three shoemen commented upon the fact that black kid oxfords were showing strength. This of course is more a staple class of shoe, but the paradox of the present situation is that the demand for staple types depends largely on the style trend. Some shoemen expressed the view that brown kid, as well as black, would be strong, in conformity with the colors in wearing apparel. Others, however, felt that the brown kid would be less in demand owing to its higher price.

More Oxfords than Straps in Welt Shoes

The percentage of oxfords to straps in women's welts is, generally, placed about 60 to 40, while in turns the straps are of course predominant. Suede overlays and collars are shown to a great extent. Colored kid is also used in the same way, but suede may be considered the feature material for trimmings and combinations. Some difficult examples of shoemaking were seen with fan cut-outs in the quarter, and quarters consisting mainly of a series of narrow vertical straps. The fitting work in patterns of this kind, particularly where satin is the material used, requires skill of the highest order. The diamond or lattice cut-out pattern was also featured in many samples.

Straps to-day are nearly all one-straps. A few two-straps were shown, but only a few. The two finger pattern was a feature with some manufacturers, that is the single strap split at the end and using two buttons. What is known as the wish-bone effect, from its characteristic shape, was shown by several.

A Few Colonials

There were not many Colonial types exhibited, and in a number of instances where tongue effects were shown, they were combined with a strap. The majority of the shoemen did not appear to think that Colonials would have much of a run this fall at least, but some were of the opinion that spring would see them coming in strong.

Spanish and Cuban Heels in the Majority

Spanish and Cuban heels will underpin most of the feminine population of the country the coming season, judging from the samples exhibited. In welts the eleven to thirteen eighth Cuban is shown almost to the exclusion of other types. Some shoes carry 9/8 Cuban heels, and some flat heels were shown, but apparently the latter are considered as under their lasts legs. However, there may be a bunch of jolly little flappers who will still demand 'em.

In turns, the Spanish is decidedly stronger than the Louis, though the latter is not entirely out of it. A 16/8" height in the Spanish apparently has the call for dress wear.

There was nothing extreme in vamps shown at the exhibit. They are just medium.

One-Straps in Brocade and Satin for Evening Wear

Silver and gold brocade and black satin are both still to the fore for evening shoes. The simple one-strap in these materials apparently finds it difficult to secure a worthy rival. It has won a more or less permanent place in the feminine affection.

What the Men Will Wear

In men's shoes, the broad toe predominates, and in many cases it is squared. As a matter of fact, the shoemen at the fair were referring to the square French effect as the "new toe." Medium recede toes are also fairly strongly in evidence. The lasts in general are both snappy and sensible. Few of the manufacturers are showing anything lighter

Footwear at the Fair

Two typical samples picked up at the Shoe Exhibit. The upper photograph illustrates the trend toward wide toes in men's shoes and the use of stitchings as a decorative medium. (Corson Mfg. Co.) The women's shoe (by Walker-Parker) is in the popular patent and suede combination and carries the Cuban heel which predominates in the new welt samples.

Footwear at the Fair

than a medium, or nut brown. The latter shade and toney red are the most seen. There are not so many brogue patterns shown, and wing tips are scarce. It is generally thought that semi-brogues will sell fairly well, but not the very doggy type of goods. Stitchings are replacing pinkings and perforations to a considerable extent as a decorative medium. The stitchings are in some instances in green.

The percentage of oxfords in the samples exhibited was about 75 per cent. The number of Blucher patterns was small, on the whole, though one well-known manufacturer was featuring them fairly strongly. The general opinion seems to be that the call for bluchers will not be much greater than it has been. The bevelled edge and the stitched heel seat find a place among the samples of most of the manufacturers, but these are of course regarded as details rather than as features.

As to the "Dog"

There is some differences of opinion as to the probable popularity of the more striking styles in men's footwear. Some think that the demand during the coming season will be for the more conservative English types of shoes, while others hold that the lively, doggy patterns will have the call. Probably the demand will be divided between two classes of footwear. Some of the shoemen we talked with thought that black shoes would be stronger, basing their opinion on the vogue for patent in the women's lines, which they said would naturally create a tendency toward black calf in men's.

Juvenile Footwear Features

There were several very interesting displays of children's shoes at the Exhibition. Patent, as in the case with the women's lines, is the featured material for dress shoes. In the every-day shoes, brown calf is of course strong—one shoeman stated that, taking his line as a whole, he was selling 75 per cent brown to 25 per cent black, and that 90 per cent of the black was patent. Another manufacturer commented on the strong demand for children's shoes in smoked elk.

New Lines of Children's Shoes

In the matter of style one does not of course expect anything very new or very different in juvenile footwear. Canadian manufacturers are concentrating their efforts on producing the best **types** of shoes for youthful feet, and competition toward this end is becoming keener. Two or three concerns had new lines to offer. One was featuring a turn shoe with a welt stitch in sizes from 2 up to 7½. The advantage claimed for this shoe was ease in repairing, combined with the maximum flexibility and comfort. Another manufacturer, whose regular lines are children's stitchdowns and turns, was exhibiting as a new feature a cushion type of shoe of straight goodyear welt construction, which is being produced in all sizes from infants up to misses. At another booth a special boys' shoe which the manufacturer has just placed on the market was strongly displayed. This shoe carries a chrome sole and top lift, and is built of leather throughout. Exceptional wearing qualities are claimed for it. Having started with the boys' shoe, the company now announce their proposal to carry the same type of construction right through into the men's lines. Another manufacturer was showing goodyear welt sandals.

There were some delightful examples of fancy juvenile shoemaking, which illustrated just what Canadian manufacturers could accomplish. Little patent dress shoes were shown with in-lays of pure gold leaf, and also with various colored kid combinations.

What's New in Findings

The allied trades' exhibit also showed many interesting features. It included leather, shoemaking tools, findings, laces, rubber goods, etc. Among the findings, we were interested to note a showing of ready-trimmed heels in the various standard shapes, Louis, Cuban, Baby Louis, etc. Here is something that will probably appeal to the average repairer and to the retailer who is troubled with complaints regarding damaged heels. They are made not of leather but of a certain type of composition, the advantage of which is that it takes any finish. Some of the heels, such as the Louis, are made in two pieces, for convenience in attaching them.

Among the rubber footwear lines, we saw women's "Cossack" overshoes trimmed with fur; women's rubber farm shoes; all-gum kiddies' lumberman's "just like Daddy wears." A shoe lace specialty which caught the eyes of many substituted steel hooks for the more conventional type of lacing. A steel hook or "straight lace" as it is called is used for each pair of eyelets, permanently fastened on one side and easily slipped into, or out of, the eyelet on the other side.

Footwear at the Fair

The man's shoe above, exhibited by Scott McHale, illustrates the squared French toe. The stitching, in green, both on upper and welt, indicate the trend toward this type of ornamentation, replacing perforation and pinking to some extent. The patent one-strap with Spanish heel and diamond cut-out is quite a typical example of the latest ideas in women's turns—by Smardon Shoe Co.

There is no type of footwear in which the parent is more interested than that for boys between nine and sixteen—the shoe destructive years. Here are a couple of pairs of shoes, designed to meet the requirements of the school boy. Attention has been paid to the appearance as well as the wearing qualities. (By Tred-Rite Shoe Co.)

The little miss is wearing a pair of patent sandals, by Getty & Scott, with which she is evidently highly pleased. To the right is a creation by Owens-Elmes, with fan cut-out, which exhibits a high degree of skill in cutting and fitting. The dainty design below is by the Myles Shoe Co. It indicates a trend, which is gradually becoming more marked, toward Colonial types of footwear.

"Natural Rubber" Sole Introduced on Canadian Market

Mr. Robt. D. Ayling, of 23 Scott Street, Toronto, has taken over the agency for Canada and the United States for Wm. C. Terry & Co., of London, England, manufacturers of athletic shoes. This firm manufactures athletic footwear exclusively and has built up an international reputation . With the placing of their product on the Canadian market, an innovation is introduced, which, it is said, is now seen for the first time in Canada—that is, the natural rubber sole. The adaptation of natural rubber to this purpose is very recent and British shoe trade magazines state that it is meeting with considerable favor.

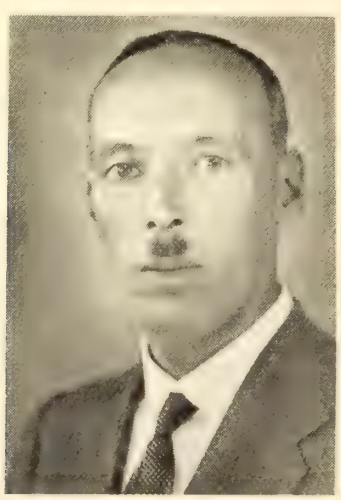
The natural rubber sole is yellowish in color and slightly transparent, being somewhat of a gelatinous appearance, while its texture is rough and gristly. It is claimed to have exceptional qualities of durability and firmness of grip and to have stood the test of a season of strenuous tennis on the hardest courts.

The Terry lines, made up with this type of sole, include golf, tennis and bowling shoes, on new lasts.

Mr. Ayling has just returned from an extended trip to the Old Land, and while there he made arrangements for the exclusive agency in Canada and the United States for Church & Company's footwear. He has brought back a new set of samples of Church's men's and women's welts, and has also a line of evening and boudoir slippers made by Petch & Co., London for whom he is also exclusive representative. In Western Canada and the U. S. Pacific coast, these lines are carried by Mr. W. G. Downing.

Representative of British Shoe Firm Visits Canada

On a flying visit to this country, D. C. Cameron, representing Joshua Trickett Limited, Greenbridge Works, Waterfoot, England, spent several days in Toronto and Winnipeg recently. This is Mr. Cameron's first trip to Canada and he is greatly impressed with the possibilities of the country. The purpose of



D. C. Cameron

his visit was to look over the situation as it applies to marketing his firm's products here, and in order to obtain the opinion of Canadian shoe men, he had a range of slippers manufactured by them.

Manufacturers in the old land, says Mr. Cameron, are giving a great deal of time and thought to the Canadian market and as is the case with his own firm, are prepared to cater to the wishes of Canadian buyers in respect to changing designs, which would make goods more suitable to our needs.

Joshua Trickett, Limited, is one of the old established footwear firms of Great Britain. They turn out some 30,000 pair of felt, leather and cloth slippers a week, as well as a great variety of white canvas and sport shoes. We are informed that Canadian jobbers have placed a nice volume of business with them for next year delivery.

A Correction

A typographical error occurred in the advertisement of Chas. A. Ahrens, Ltd., Kitchener, Ont., on page 16 of the August issue of "Footwear." The last sentence in the first paragraph read, "we use the genuine goodyear welt process in our misses' sizes, 2½ to 7, youths 11 to 13½, growing girls 2½ to 7, and boys 1 to 5½." This should of course have read, "we use the genuine goodyear welt process in our misses' sizes, 11 to 2," etc.

Winnipeg Wholesale House Holds Annual Picnic

"Bigger and better than ever" was the unanimous opinion of everyone who attended the fourth annual picnic of Congdon Marsh Ltd., Winnipeg, which was held on August 23rd.

In order to insure a sociable and pleasant journey, a special coach had been reserved on the early morning train from Grand Beach for about seventy members and employees of the firm.

The entertainment committee prepared an excellent programme of sports, including swimming races. One of the outstanding events of the sports was the balloon race, which was won by Miss McLuskie, in the ladies' race; and by Mr. Boyd, in the mens' race.

All the refreshments, and prizes were supplied by the firm. These were taken care of by a committee, whose duty it was to see that they were put on the train, and to attend to the tables on their arrival at the Beach. Large streamers with the name of the firm, were hung at the station of departure, on the coach, and at the Beach.

In order to make the journey by train as enjoyable as passible, a fine musical programme was arranged, among those contributing being W. F. O'Dea and J. Boyd, who sang popular Irish songs; and Miss Chabot, and Ed. Marquis, who rendered French selections.

A policy of the firm, and a very good one too, was that the day be a whole holiday, to enable everyone to attend the picnic, and the only excuse taken for anyone's absence was sickness.

Mr. Clinton Congdon acted as chairman of the picnic committee, and Mr. A. N. Douglas as judge, everyone present took a more or less active part in the day's outing.

Canadian-made Moccasins in England

Bastien Bros. moccasins and indian slippers will be sold in many English footwear establishments this winter. Mr. Robt. D. Ayling carried samples of this well-known line of indian goods with him to England on a trip this summer and received many orders from Old Country firms.

New Type of Shoe Designed to Preserve Arch of the Foot

One of the features of the shoe exhibit at the Canadian National Exhibition which attracted a great deal of attention was the new Arch Defender shoe, of which we reproduce an X-Ray photograph herewith. The shoe combines a flexible shank with a spring steel support. The spring steel support is

shown in the photograph by the black line extending from near the rear of the heel seat to about half way along the shank. To that point the shoe is rigid, and beyond it, "as flexible as an eel." Another feature of the shoe is the specially moulded insole which is shaped by hand and conforms to the curves of the foot. Thus, it is claimed the foot is provided with the support it requires over its entire surface.

The spring support, the manufacturers state, performs certain very important functions which ensure

W. G. Fallen, well-known shoeman, is manager of the Defender Shoe Co., which is placing the Arch-Defender Shoe on the market

the health and comfort of the foot. It is built in the shoe and extends from the heel and under the entire arch to the middle of the instep just beneath the scaphoid bone—and while sufficiently forward to support the scaphoid and metatarsal bones of the foot, yet allows them full flexibility of movement. A further advantage claimed is that in the movement of walking, this support massages the plantar ligaments, which play such an important part in keeping the foot in healthy condition.

Acton Staff of Hewitson Co. Hold Picnic

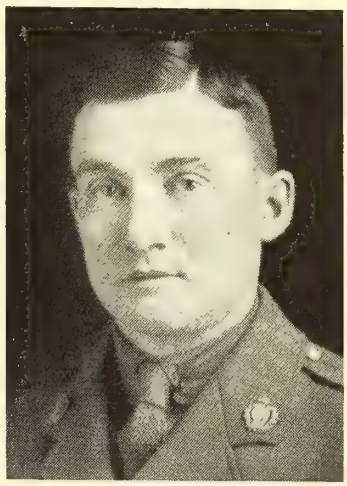
The first annual picnic of the Acton staff of the Hewitson Shoe Co. took place on August 5 at Stanley Park, Erin, and is reported by all present as a big success. A programme of races was run off, which were the cause of a great deal of fun to everybody. Mr. Reesor acted as starter and Mr. Filkin as judge.

After the races supper was served in the large dining hall at the Park, and when the good things had been done justice to the picnickers betook themselves to the water or the merry-go-round, as their fancy led them. Then as the sun went down, they gathered into the dancing pavillion, and danced away the remainder of the evening.

H. C. Simmons Joins Samson-Angus Staff

Mr. H. C. Simmons, who formerly covered the Maritime Provinces for Ames-Holden-McCready, has recently joined the sales' staff of Samson Angus, Ltd., whom he will represent in the same territory. He takes the place of Mr. Boutet, who has resigned.

Mr. Simmons is a popular figure in the shoe trade



H. C. Simmons

in the Maritimes, where he has been selling footwear for several years, and when he sets out on Sept. 1 carrying the well-known Samson-Angus lines, including their hockey and football boots, he is assured of a good reception. His many friends will join in wishing him every success in his new connection.

A Progressive Western Concern

Maguire & Fraser, who opened a well-equipped shoe store at 10119 Second St., Edmonton, Alta., last February, report a steadily increasing business since their opening, and good prospects for fall. Mr. J. M. Maguire, the active partner in the firm, has had considerable experience in the shoe business. He had been assistant manager of the shoe department of Johnstone & Walker, Ltd., Jasper Ave., Edmonton, for two years, before starting up on his own account. Earlier, he had been employed in the same capacity with the Canadian Shoe Co., and previous to that had been with the Carey Shoe Co

This background is made of beaverboard and wood and can be made very easily. The shaded portions are of wood. It will be noticed that the lattice effect is secured by laying ¾" x ¾" strips on the beaverboard, while the garland of maple leaves is hung from point to point. The color scheme is a biscuit shade for the under portion, with the woodwork of a rich warm brown or tan. The foliage shows the autumn shades of our native maple and varies from the yellows through to the dark reds and brown. Garlands similar to this can be obtained from supply houses at a very reasonable figure.

The background, it may be noted, is in three separate panels hinged together, each of which could be used separately if desired.

Among the Shoe Merchants of the Border Cities

The usual clearance sales prevailed in most of the shoe stores of the Border Cities, especially those of Windsor and Walkerville, during August, paving the way to a more stable business for early fall lines which followed in September.

White Goods Slow in Moving

Reports indicate that the white season was not as satisfactory as was expected. Even clearance sale prices did not move these lines in any large quantities. "People want what they want, these days," said George H. Wilkinson. "White shoes offered at less than cost, which we thought would be snapped up quickly, went very slowly."

At Dickenson's whites sold fairly well, but not up to expectations. The lateness of the spring season, which was not only wet, but cold, shortened the season for white lines materially. The call for patent leathers, and the sale of greater quantities of sport lines interfered with the demand for whites. Many people have been accustomed to wearing whites in the hot season continued to wear sports and patents because the season was so short.

During the early part of August the Border Cities celebrated Old Boys' Week. Great preparations were made for the visitor's entertainment and merchants generally looked for a great deal of extra business. While the entertainment features were of the usual carnival type and were greatly enjoyed by all, the shoe dealers claim that the event was a detriment to business, rather than an aid. At Brown's "Footwear" was informed that business was exceptionally slow during that particular week of August, and that there was apparently no compensating extra business the previous week in anticipation of, and preparation for, the festivities.

The semi-annual "Dollar Day" sales were held Saturday, August 26 . This has become a big business event in the Border Cities, 43 merchants subscribing to the funds of the organization and co-operating to make it a success.

The novel feature of the advertising and the great inducement for many to come to the Border Cities from suburban points, and local people to crowd the stores was the cash and merchandise prizes offered to the person shrewd enough to catch the "Professor." For a couple of hours the "Professor," so well known from the "Hawkshaw" cartoons, drove around the city in full regulation make-up in a brand new touring car so that that all might have a good look at him. Later he paraded through the stores of the organization, in ordinary attire and without make-up.

The Border Cities Star co-operated in this event and offered a cash prize of $25.00 to the person catching the "Professor." Some of the larger stores offered additional prizes if he was captured in their stores. George H. Wilkinson offered a prize of a $10.00 pair of shoes, and had to donate the prize because the Professor was caught in his store. The capture was not made until late in the afternoon, the Professor having wandered about the stores for many hours without detection.

Is "Dollar Day" of Any Advantage to the Shoe Retailer?

The business done on Dollar Day was probably as large as on previous Dollar Days, but there is a feeling among some of the shoe merchants that the proportion of their cost towards advertising the event should be revised downwards, as they do not reap as large a reward, because of the necessity for fitting, and giving extra service to the public, which is not

necessary in other lines. This was illustrated in the offerings of George H. Wilkinson. He advertised 500 packages of shoes at $1.00 per package. Included in these were the following:

50 pairs Men's Oxfords, values $5.00 to $8.00.
50 pairs Woman's Oxfords, values $5.00 to $7.00.
50 pairs Men's Oxfords, values $4.00 to $5.00.
50 pairs Women's White Canvas Oxfords, values $2.50 to $3.50.
50 pairs Misses Sandals, 2 pair to a package.
50 pairs Children's Play Shoes, 2 pair to the package.

Besides these values there were many others, some containing a pair of women's slippers and a pair of hose, and similar special offerings. Mr. Wilkinson reports a large number of the packages sold, but questions the value of the stunt from many standpoints, after giving it a fair trial. Had the packages contained handkerchiefs, perfumery, cheap jewelry, etc., there would have been a grand rush for them, but with shoes it was a different matter. Customers hesitated because they did not know whether they would draw a pair of women's shoes or men's. Some wondered why there were no sizes marked on the outside of the packages, and grumbled because they would not be exchanged if they did not fit, etc. "That kind of advertising, I find from my experience in this sale is not suited for the shoe business," said Mr. Wilkinson emphatically.

Saturday the Wrong Day for Special Events

At another shoe store the advisability of having the Dollar Day Sales on Saturday was discussed. "There is plenty of business on Saturday, anyway," remarked the merchant, "why should we continue to have this event on Saturday? It really interferes with the regular business of the store. It is a good chance to sell goods you want to get rid of at a low price, but while you are doing that you are not at liberty to handle your better class trade in a proper manner."

One of the chief reasons offered by another merchant for holding the Dollar Day Sales on Saturday was because the stores remained open in the evening, making the day a longer one in which to do the business, and getting a better local return than if the event fell on a week-day when the stores closed at 5:30 p.m.

The Border Cities shoe dealers are looking hopefully for a splendid business this fall. The only cloud on the horizon is the coal and rail strikes, which, if settled satisfactorially to prevent a general close-down of factories, will not interfere with the prospects. Farmers of Essex county have large crops, and altogether, prospects are as rosey as one could wish.

Happenings in the Shoe Trade in Chatham, Ont.

Business has been fairly satisfactory in Chatham during the past season, all local shoe dealers reporting satisfactory sales. The white season has been disappointing in some respects, because it opened late and shortened the demand. Those who were not "long" on white goods were just as well satisfied, because they did more business in other lines in consequence.

Bumper crops in Kent county mean a prosperous community, although the prices being realized for some of the crops are lower than for some years. Taken as a whole, the farmer will have plenty of money to spend the coming season and the shoe merchants of Chatham feel assured that with reasonable effort they will secure their fair share of it.

Well-Known Shoeman Opens New Store

A new shoe store was opened in Chatham early in September at 121 King Street, under the name of O'Neill Co., Limited. The proprietors are Fred M. Cowan, a brother of George W. Cowan, who for many years has conducted a shoe business at 88 King St., almost directly across the street from the new establishment, and T. F. O'Neill another Chathamite.

Fred M. Cowan, familiarly called "Peter" by his friends, was formerly a salesman with his brother, but latterly travelled Michigan and adjoining States for a New England wholesale shoe firm. His experience and knowledge of the shoe business assures the new firm of success from the start. T. F. O'Neill is a popular Chatham man, having for many years been engaged as a cattle buyer in the locality. His large acquaintance among the farmers in the surrounding territory will mean much to the success of the firm. The business will be that of a general family shoe store specializing on better grades for both men and women.

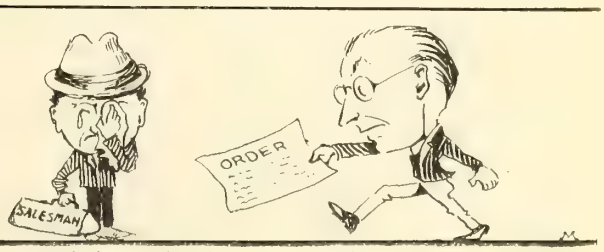
The entrance to the store is of the deep vestibule type, the floor neatly tiled in white terra cotta. The backgrounds of the windows are well calculated to bring out the displays of footwear, being a light tan paneled with pale blue frames. The floor is of hardwood neatly finished. The windows are lighted by helmeted lamps around the top of the glass and are hidden from view by valances having a 24-inch drop. These are old-gold in color and add much to the beauty of the store front. The windows are deep and afford ample room for showing many lines of footwear.

The interior is finished in pale blue and dark blue. The metal ceiling is of pale blue and the walls of light tan. The shelving is built to house a single row of cartons. Down the center of the sales room a low partition divides the store into two departments, men's and women's departments being thus isolated from each other. The seating capacity of the store is 42, the settees forming part of the partition fixture. This is finished in pale blue, the seats and backs being upholstered in dark blue leather, corresponding with the color scheme of the store.

The offices are located at the rear on a mezzanine balcony. The store is lighted by five large 300-candle power lamps which diffuse the rays of light over the entire store in such a manner as to prevent it falling directly into the eyes of the customer or the salesman.

Fall Window Displays

The windows of George W. Cowan, 88 King St., are always attractively trimmed. The backgrounds are ivory panels with oval openings in the center. When "Footwear" visited Chatham these openings



This salesman isn't weeping because he can't get orders, but because they can't be handled quickly enough

were filled with a beautiful shade of purple. Purple streamers were also draped from the background over the floor of the window. The deep velvety purple contrasted strongly with the ivory background and made a most attractive setting for the new fall footwear on display.

Another attractive window display was found at the store of J. L. Campbell, 94 King Street. Here the backgrounds and floors of the windows are handsomely finished in antique verde green. Wooden fixtures are finished to match. A very pretty display of fall footwear was made more attractive by the addition of a purple velvet drape and bright red foliage and purple and red fruits. At the rear corner of the window a handsome club bag was opened to show the leather lining. From this to the opposite corner of the window the purple velvet was draped in graceful folds, giving color and atmosphere to the window. In the opposite window the same style of display prevailed except that the drape was a tan shade instead of purple. A handsome basket of artificial flowers set upon a wooden plateau in the center of the window added beauty to the picture.

"Dollar Day"

The Chatham Retail Merchants' Association held the second of their semi-annual "Dollar Day" Sales on Wednesday, Augnst 30. The weather was perfect and business was drawn from far country districts by the special bargains offered by the merchants of the organization. The shoe merchants joining in the event were: J. L. Campbell, Carey-Lawson Shoe Co., C. E. Clements, George W. Cowan, Alex. Hall & Son, and H. G. Hodges, comprising practically all the shoe stores in Chatham.

Some of the special offerings for this day reflect the enterprise of the shoe merchants. At J. L. Campbell's 200 pairs of pumps, colonials and strap slippers were lumped together at "$1.00 a Foot," values running as high as $14.00 per pair. Two lots of school shoes offered at special prices were timely. George. W. Cowan offered "$1.00 reduction on every purchase made on the main floor." Besides this the Basement Store was well advertised by such offerings as the following: Ladies' Patent Pumps, $1.00; White Canvas Oxfords, $1.00; Men's Fleet Foot Oxfords, $1.00, etc. Alex. Hall & Son offered Ladies' button and lace kid and calf shoes in small sizes at $1.00 per pair as well as other special bargains. At H. G. Hodges' Shoe Store a special list of bargains at $1.00 were made among which were $4.50 Travelling Slippers, Childrens' non-rip barefoot sandals, etc. The large windows of this store were filled with bargains for the day only. The Carey-Lawson Shoe Co. had a long list of $1.00 bargains similar to those mentioned above. All lines were discounted for this day only. C. E. Clements offered "One Dollar for your shoes on Dollar Day."

Coming as it did at the close of the clearance sale season this sale was utilized, as it should be, to make a grand final clearance of broken lines and it helped many pairs to stalk out of the different stores, making room for the new goods arriving daily for the new season's trade.

One Firm Expands and Another Fails in the Self-Same Business Weather—This is One of the Kind That Grows

These days when the jobbing trade has been feeling the strain of the industrial situation, it is encouraging to hear of a wholesale shoe house which is going ahead and expanding. Such is the case with the McFarland Shoe Co., of Edmonton, Alta. This concern has recently found it necessary, through development of business, to let a contract for the construction of a new warehouse. This new building will be a solid brick structure, two storeys high, covering an area of 150 x 100 ft., and will be located at the corner of 102nd Ave., and 103rd St.

Needless to say, the head of a concern which can progress under present conditions, must be a progressive individual. Mr. Delber McFarland, president of the company, is a progressive and enthusiastic shoeman. He has been over twenty years at the game ant still going strong. He was born near Forest, Ont., and it was there he had his first experience in the shoe business, as an assistant in some of the general stores—after his school days were over. In 1901 he left Forest for Winnipeg, and there secured employment in the warehouse of Thos. Ryan & Co. After a time he was sent out on the road, and in 1906, when the Ryan Company opened their Calgary branch, Mr. McFarland was transferred to that city, under the management of the late Mr. A. McKillop.

In 1915 Mr. McFarland decided to strike out for himself and launched the McFarland Shoe Co., opening up a warehouse in Calgary. Two years later, he came to Edmonton and there established a branch, which has now become the headquarters of his organization, with the branch at Calgary.

The company now has seven travellers on the road, covering Alberta, British Columbia and Western Saskatchewan. They are Fred Saunders, Geo. Henry, Bill Free, Charlie Guy, C. E. Shaver, A. J. Rogers and Gordon Kilgour, all of whom are familiar and popular figures in the western shoe territory. O. V. Rogers is sales manager of the firm and J. H. Macdonald, secretary-treasurer.

This is how the McFarland Shoe Co. was represented in a recent business parade in Edmonton—Mr. Delber McFarland at wheel

Business is, of course, good with the McFarland Shoe Co., or they would not be building a new warehouse. Mr. McFarland reports that up to the end of July they were 30 per cent. ahead of last year, and while August has been quiet, he looks for a good Fall trade.

Footwear Accessories
Hosiery ~ Findings ~ Store Equipment

Shoe Shine Department Boosts Findings Sales

Royal Shoe Store, Toronto, Gains Big Indirect Returns from Exclusive Women's Shoe Shine Parlor

"Those shoes certainly do look like new now. I'd like to get some of that dressing you have used."

"Well, Madam, if you will just stop at the findings counter, on the right, going out, they can supply you. They carry the same line of polishes that we use here."

Have you ever considered the value of a shoe shine stand in your store as a means of building business for your findings counter? In the Royal Shoe Store, Toronto, it has been found to produce excellent results in the sale of polishes, dressings and laces. The "Royal" has one of the largest and most attractive shoe shining departments to be found in any store in the country, and Mr. Smythe the manager, states that as a means of bringing people into the store and as a booster in the sale of findings, it is proving to be a very valuable investment.

The shoe shining department in the Royal Shoe Store caters to the feminine trade only. Women often hesitate to patronize shoe shine stands because the surroundings are not pleasant. They have to pass a crowd of men at close quarters in order to reach the section reserved for ladies, and the whole outfit is generally cramped, stuffy and distasteful to the feminine mind.

Women Appreciate This Service

By taking advantage of the Royal shoe shining service, a woman avoids all this. The shining department is located at the rear of the store and is combined with an attractively-furnished rest room. The floor is carpeted and there are several comfortable armchairs and setees. In the centre is a small table on which are kept a supply of the current issues of women's magazines and humerous weeklies. An electric floor lamp adds an extra touch of refinement, and an electric fan keeps the atmosphere pleasant. The floor space is about 10 ft. by 12 ft. and on either side is a raised stand providing accommodation in all for eight shines at a time.

The department has an inviting appearance to the lady customer in the store. Its entrance, from the rear of the main floor, is made attractive by the use of heavy plush curtains, and above it, on a glass plate,

Here is an attractive display of wool hose that may suggest some ideas to the shoe retailer for his fall window trims

The Perrin-Kayser booth in the Manufacturers' Building at the Canadian National Exhibition was one around which a crowd of women was usually gathered. High grade hosiery is a delight to the feminine eye, and here it was presented to them in lavish and varied display. Besides the standard Kayser lines in wool, silk, there were interesting novelties, such as the knee-height "Rolette" with garters in bright and striking colors, and lace-insert effects for milady who likes the Parisian touch.

is gilded a sign, "Ladies Rest Room and Shoe Shine Department."

An Expert on the Job

All these little details of appearance count, and that is one reason why four boys are kept busy regularly and eight boys on Fridays and Saturdays. There's another reason too, and that is because the young Negro who has charge of the department is an artist at his job. He is as interested in turning out a pair of shoes, spick and span, and better-looking than when they left the factory, as a painter is in turning out a good picture, or a surgeon a perfectly set limb. The firm see to it that he is supplied with every kind of dressing, polish or dye that he thinks necessary, and he knows what particular preparation to use for the best results. Frequently, of course, customers will leave in shoes for renovation and dyeing. For a job of that kind, the charge is 50 cents. A shine, black or brown costs 15 cents; colored shoes, 25 and 35 cents; and for cleaning silver and gold shoes, the price is 50 cents.

The shoe shining department is considered by the management of the Royal as purely a service-to-customers and advertising proposition. The man in charge of the department reaps any direct profits that accrue. He is given the space free, and in return undertakes to do any portering work around the store. His earnings run fairly high, but the experience of the manager has been that where a man is charged rent in a case of this kind he is inclined to become so independent that he doesn't want to do the odd jobs.

Indirect Returns are Big

But while there are no direct returns, the indirect returns are big, and have made the shoe shine stand a paying proposition. The most favorable time to sell a customer polish or laces is just after she has had a good shoe shine. A pair of frayed laces look pretty sick in a pair of newly-polished shoes, and if laces can conveniently be purchased at the time, nine times out of ten the woman will purchase them. Naturally, also, if her shoes are looking particularly bright and snappy, she'll want to get some of that same dressing that the shine boy uses. That's the way it has worked out in the Royal store. When you consider that the purchases of polish run into a bill of about $150.00 a month, it's evident that a big business is done both at the shine stand and the findings counter.

"Low Shoes Made Sport Hose—Long Skirts Can't Unmake Them"

Hosiery buyers are speculating on whether the lengthening of skirts will cut down the demand for sports hose this fall. Some few take the view that the sports goods have just about had their turn, but the general opinion seems to be that they will be good for a considerable time to come.

A well-known wholesaler volunteers the view that sports hose for women have at least another year ahead, and many of the manufacturers are confirming this view by their advertising and production plans. One big knitting company have authorized one of the most ambitious poster campaigns ever undertaken, to put across their sports lines to the public this fall.

In some quarters the opinion is expressed that it is in the silk and wool goods that the biggest sales will be made. The high-end goods will be the surest profit winners, it is declared.

Long skirts are "in," there is no doubt about that.

But they are "in" mostly with those women beyond their early twenties to whom the necessity of exploiting a more or less gracile limb no longer appeals. "The young girls aren't going in for long skirts as much as you'd think," said a jobber, and observation confirms his belief that the shapely shank whose owner still "rolls her own" is considerably exposed even now.

Even taking into account, the lengthening of skirts, the sports hose depends for its popularity not on its ornamental qualities so much as on its good appearance combined with practical comfort for cool and cold weather. With the low shoe for women, it would seem to be inevitable, and a very simple index on this point is furnished by the fact that one shoe manufacturer, making exclusively for women, has only two high-cut styles out of 148 offered the fall and winter trade. Another numbers only two among a total of 85.

"Low shoes made sports hose—long skirts can't unmake them." That summarizes it. The sports clothing movement seems to grow stronger than ever. Young men in knickers are a common sight across the line, although the flapper in the same garment is more freakishly arrayed and does not represent a true tendency, outside of the golf and camping and other outdoor activities.

What is "Full-Fashioned" Hosiery?

There may still be some doubt in the minds of shoe merchants as to the exact meaning of "full-fashioned" in relation to hosiery. The term is used somewhat carelessly in some quarters, but the methods used in the manufacture of the full-fashioned goods are quite different from those employed in producing other types. It is explained as follows by a well-known manufacturer:

The ordinary type of silk stocking is knitted on a circular machine and while it may have a seam at the back, and be made to look like a full-fashioned hose, it is nevertheless a circular-knit stocking.

The full-fashioned silk hose is knitted on a flat machine and closed up after it is knitted. Therefore, every full-fashioned silk hose must have a genuine seam at the back, since it cannot be closed up otherwise. It not only has a seam at the back of the hose, but it also has a seam down the foot.

The advantage of knitting silk hose on these full-fashioned machines is that a finer mesh is obtained, a better fit all through, since not only is the stocking fashioned into form at the ankle, but also at the knee, the instep, the toe and the welt.

Full-fashioned silk hose are higher in price than are the circular-knit type, since the cost of manufacturing them is considerably more.

Defining Hosiery Terms to the Public

Consumers will no longer be left in the dark regarding the exact meaning of the terms used in the hosiery trade. The National Association of Hosiery and Underwear Manufacturers of the United States, has gone definitely on record as to the terms permissible for use on labels and other advertising matter describing the materials of which its members' goods are made.

These rules, if consistently followed out will go a long way toward clearing up the confusion of customers (and, in fact, of some retailers) as to the material content of the goods they buy. Here are the definitions prescribed.

Use "Lisle" only when yarn is two or more ply twisted cotton. Single-thread yarns may not bear this name.

"Silk," "pure thread silk," etc., may be employed only when cocoon silk is used without any other maaerial. Cotton tops, feet, etc., should be specified where used.

Goods made with silk or wool on the face, and another material in back, must be termed "silk plaited," "wool plaited," etc.

Spun silk must be so designated when used.

Goods made of artificial silk must be sold under this name, without abbreviation.

"Silk lisle" should be discontinued as a descriptive term. There is no such yarn.

Where worsted or wool yarn is twisted with yarn or other material, the goods should be labelled to indicate the component yarns.

"Merino" may be used to designate goods made of mixed wool and cotton; but should be followed by "wool and cotton" or " cotton and wool," the order of the words being determined by which material is present in greater quantity.

The Russian Influence in Hosiery, Also

Keeping step with the hectic changes in women's leather footwear, particularly in the metropolitan districts, has been an impossible task for hosiery manufacturers this season," says the Underwear & Hosiery Review. "Most of them have not tried. Bringing out staple colors—varied with a few high shades early in the Spring—has been the safe middle course, and to this they have stuck. The principal departures in hosiery have had to do with variations in clocking and embroidery. "Gingerbread" styles in shoes have thus found an incomplete echo in the hosiery to be worn with them.

"Once a month new models in women's shoes have been brought out. The Russian vogue, among these fashion flare-ups, has promised to be among the more permanent, having had its inception in the cossack boots last Fall. Revived in the name of "Ukrainian" styles, such leather novelties are again offered this season, and to match the idea, a well-known hosiery concern has brought out some brilliantly embroidered hosiery. Black and red designs predominate in this embroidery, and the total effect is reminiscent of the borders to be seen on peasant blouses in many of the Slavic countries.

Mike's Bargain

The young chap with the Irish nose was ushered into the sanctum of the hosiery buyer.

"Phat d'ye t'ink o' dese at $4 a dozen?" he demanded, displaying a box of silk stockings.

A casual inspection of the merchandise convinced the buyer that the stockings were of the grade selling in the open market at about $10 a dozen; so he replied, without hesitation, that he could take 5,000 dozen, immediate delivery, at the usual terms.

"The divil ye will!" replied Michael. "Them is the only ones that fell off the wagon."—Judge.

Are you a member of your trade organization?

Moving up in the Shoe Game

One of those pleasant little events which help to make one feel that the world isn't such a bad place after all took place recently when Mr. W. G. Olton, who has been with the D. D. Hawthorne Co. on the inside staff for a number of years, received a handsome presentation from his fellow workers on the occasion of his resigning from his position with that firm to take a more responsible position with the Reliance Shoe Co. The presentation took the form

W. G. Olton

of a solid gold watch, suitably engraved. Mr. M. S. Stein was spokesman for the staff and expressed the regret which all felt at the departure of one of their number for whom they had entertained a very high regard.

In his position with the Reliance Shoe Co., Mr. Olton takes charge of sales. He carries with him the best wishes of those with whom he had formerly been associated for success in his new work.

An Optimistic Outlook

"I can't but be optimistic regarding conditions this fall," said Mr. F. S. Scott, of Getty & Scott, Ltd., to "Footwear" recently. "There are indications of a gradual revival of business in the United States, and as Canada was not far behind in feeling the jolt of the decline, she is not likely to be far behind in registering the effects of the up-trend. That we have reached the bottom and are on the way up, there does not seem to be any doubt.

"As to prices, the indications are that there must shortly be a stiffening. The firmer prices of leather are a sign of the times. The tanners have been doing business at a loss for a considerable period, and they cannot continue to do so indefinitely. They will naturally take the opportunity of making a little profit when it arrives—and higher leather costs must of course be reflected to some extent in the shoe market. We do not want to see higher prices for footwear, but there does not seem to be any doubt that the trend will be in that direction rather than down."

Colonials for the Better Class Trade

Mr. Geo. Gales, of Montreal, returning recently from a trip to the U. S. shoe centres in the East, asserts that there are strong indications that Colonials will be a feature of the fall trade in the better goods. These will carry heels up to two inches. Mr. Gales points out that shoemen should welcome this type of shoe, which brings with it the opportunity to sell a large quantity of buckles—and in the buckles there is real profit.

For the rest, vamps are medium, and so are toes. One and a half inch boxwood heels are going to go big. In men's, toes are wider, and the pointed variety cannot be given away.

Removal of a Trade Barrier

The vote of the U. S. Senate, which replaces hides, boots and shoes and leather on the free list, appears to meet with the unanimous approval of U.S. shoe industry. Needless to say, the retail trade in particular welcome it. The attempt to impose a duty on hides on the pretext of helping the farmers was of course illogical on the face of it. The benefits, if any, would accrue to the packers, and the farmers would be faced with the necessity of paying more for their shoes, though a cumulative increase in costs from the packing house to the retail store. The attempt to raise artificial barriers interfering with the prices and moments of a basic commodity that is current on the markets of the world was too ridiculous for even the ordinary layman to swallow.

Change in Hydro City Staff

Through illness in his family, Mr. Edward Sait, who has represented the Hydro City Shoe Manufacturers, of Kitchener, Ont., for the last eleven years, has had to retire from the road. Mr. Sait has stood high in the opinion both of his employers and his customers, and it will be considered a matter for regret that he has found it necessary to take this step.

The Hydro City Shoe Manufacturers have now arranged for Mr. J. H. Bricker, of Vancouver, to represent them in the Coast provinces in future. Mr. Bricker has been travelling in British Columbia for a number of years and is well and favorably known to the trade there.

The After-Effects of the Window Trim

A shoe merchant who noticed that people would come into his store and ask for something they had seen in his window the previous week, but could not exactly remember the style of shoe so as to describe it accurately. As it was sometimes difficult to hit upon what they had in mind, he struck upon the plan of using a large table placed in the centre of the store to which the shoes were transferred when the trim was removed from the window each week.

A Correction

In our last issue of "Footwear," an item appeared which stated that Chas. Loverin was joining the sales' staff of the Talbot Shoe Co., of St. Thomas, and would cover the Maritime provinces for them, from Montreal East. This item was in error. Mr. L. W. Johnston is the representative of the Talbot Shoe Co. in the Maritimes and continues in that capacity. Mr. Johnston works east from Toronto to the coast.

Importance of Keeping Accounts in the Repair Business

Abstract of Paper Presented by A. E. Angus before Convention of Ontario Federation at Hamilton

In opening his remarks Mr. Angus enumerated several points to learn in order to be successful:

(1) Thoroughly learn your trade.

(2) Educate yourself for salesmanship.

(3) Always act the gentleman regardless of your customer's manner to you. It pays.

(4) Do not promise work you cannot do on time.

(5) Keep track of all your accounts.

"Now then," continued Mr. Angus, "when you have made up your mind to go into business for yourself, the first thing to consider is capital. Capital controls the world.

Starting Business

"After you have obtained sufficient money and a good location, start out by banking your cash. Why? Because the bank is the cheapest bookkeeper you can get. They not only take in your money and pay it out for you but hold themselves responsible against theft and pay you in interest for the privilege of looking after your account. Can you beat it? Besides having a receipt in your pass book, they always show the balance on hand and your returned cheque is always a receipt in case of error.

Importance of Banking Money

"Banking money makes money while you sleep. You cannot make it that way repairing shoes. Carrying money in your pocket is not good business. Why? First, you might lose it. Secondly, you might be "touched." Thirdly, you are apt to spend it on things that you really don't need. Fourthly, it may not be yours—really belonging to your creditors. Fifthly, if you bank it, it will cost you two cents to draw it every day. So leave it alone and the government will really pay for your evening paper."

Buying Stock and Fixtures

On the subject of buying stock and fixtures, Mr. Angus had several useful items of advice to offer:

"Buy machinery for cash if possible and save your time price. This is easy money.

"Buy your supplies at short date and save the discount. Why? You ask, 'two per cent. does not amount to anything.' Now wait and figure it out. If a repair man buys 350.00 worth a month and discounts his bill at 2 per cent. he saves $1.00, or $12.00 a year. The saving alone in one year on machinery and supplies would fit him out from head to foot. He could beat Uncle at his own game.

"Again, taking discount always makes your credit with the wholesale man gilt edge."

Watching Your Business

"When you place an order for goods, be sure and get a copy of the order with prices quoted when bought. Too many repair men lose or destroy the copies of their orders and have nothing to show in case of dispute. Keep yours. It is as good as an agreement between you and the jobber to ship your goods at price stated. It should also show if carriage charges are to be prepaid and the date of shipment.

"Note—do not trust details to memory; it is the most unreliable book you own.

Your First Bill of Goods

"When you receive goods, first check invoice with goods received and then check invoice prices with order copy. Why? Because everyone makes mistakes, and you don't want to pay for the other fellow."

The need for care in filing papers was emphasized by the speaker for the following reasons: (1) It prevents your losing them; (2) it saves time in looking for them; (3) they are always clean and readable; (4) you can always refer to them; (5) they are in rotation and you are not likely to overlook date of payment and miss the discount; (6) when bills are paid you have the receipt; (7) if you pay by draft you can check same.

Mr. Angus pointed out the importance of using cash and invoice books. Their value was briefly enumerated point by point.

The Cash Book

"In order to show your standing, it is necessary to have this book," said the speaker, "because it shows you:

(1) How your business stands without trying to carry it in your head.

(2) Cash on hand or owing.

(3) Profit or loss on business.

(4) Where your money has gone.

(5) A record in case of selling business.

(6) A mark of previous years you must try and increase.

(7) A satisfaction of knowing all about it.

(8) A record to show your jobber if you get into a financial corner and need help.

(9) In case of error, the date showing when payment was made.

(10) Discount saved, which will sometimes pay your rent.

Invoice Book a Great Help

"It shows:

(1) The amount of goods received.

(2) The date of shipment.

(3) The name of firm from whom bought.

(4) Stock on hand every half year when that used is deducted.

(5) A record for filling out income tax papers—why worry?

(6) A record in case of fire.

(7) A rough estimate of stock on hand in case of selling out.

(8) Value of machinery at date of purchase and age of same.

(9) Date of bills coming due. This will save keeping ledger.

(10) A record in case you are billed again for same shipment.

"If a man is thoroughly in touch with his business it saves him worry and makes work and life more pleasant. Besides he is in better form to do business and be agreeable to his customers.

"The only way to obtain the best out of your business is to pay strict attention to the 'importance of keeping your accounts.' "

Winnipeg Repair Men Organize

The Winnipeg Shoemakers have recently formed an Association, under the name of the Manitoba Shoemakers' Association, and have a membership of about seventy five, but expect to increase this number in the near future to about 250, or 300, through the efforts of the membership committee, which is hard at work at the present time to make the association as large as possible. The members are to be congratulated on their selection of officers and directorate, who are as follows, J. W. Hardaker, president; D. Shulman, vice-president; W. Morris, sec. treas.; A. L. Grayling, recording secretary; directors, W. Mills, C. Goldstein, W. Baldwin, F. Resch, I. Kestenbaum, J. Cohen, and A. Bergart.

The association are preparing a standard price list, and one of the principle objects of the association is to maintain prices, instead of cutting, as is the case in far too many lines of business. The Winnipeg shoemakers, however, do not intend to hold up their customers, as a matter of fact they are lowering most of their prices.

There is a city by-law calling for retail stores in Winnipeg to close at 6 p.m. This has not been adhered to in the past, many shoemakers keeping open until ten o'clock at night. The more modern shoemaker of today is in favor of closing at 6 p.m., so the Assn. is desirous of living up to the City by-law.

It is understood that Chinamen are beginning to get a hold on the shoe repairing business in Western Canada, some of them having come as far East as Regina. This is another matter that is receiving considerable attention at the present time from the members of the Assn.

The Association will hold a general meeting on the first Monday of each month, at the Board of Trade building, while the Executive will also meet once a month.

A Veteran Re-established

Mr. Jas. Ballendine, shoe repairer, Battleford, Sask., who sold his business eighteen months ago to F. Pritchard, on account of ill-health as a result of overseas service, has now repurchased the establishment and plans to install a new finishing machine.

Mr. Ballendine joined the Fort Garry Horse in 1914 at Winnipeg and went to England with that unit. He was there transferred to the C. M. R. Brigade staff with which he proceeded to France as a sniper. Later he was again transferred to the 8th Battalion in the same capacity. In the spring of 1916 he was wounded at Ypres by a shrapnel ball which penetrated close to his heart and has never been removed. He was invalided home to Canada in September, 1916, and discharged.

Edmonton Association Pushes Forward

The August meeting of the Edmonton Shoe Repairers Association was held on Monday, August 21, in the Quebec Building, Jasper Ave., Edmonton, Mr. W. Swanson, president of the association, was in the chair.

The guest of the evening was Mr. J. H. Heydon, of Toronto, representing Footwear in Canada. Mr. Heydon gave a brief address on association work, in which he threw out some suggestions regarding methods of strengthening the organization. He urged closer co-operation between the association and the wholesale houses, who, he said would undoubtedly

D. Shulman, Vice-president

J. W. Hardaker, President

W. Morris, Secty.-Treas.

MANITOBA SHOEMAKERS ASSOCIATION

be willing to work with them in any way that would be of benefit to the trade. He thought they would find it helpful to have some of the wholesale men attend their meetings and give addresses on business topics.

The matter of the social programme for the coming winter was taken up, and it was decided to appoint a committee for the purpose of arranging whist and euchre tournaments and dances for the coming winter.

Advertising was another subject which came up for discussion. Mr. Heydon pointed out that good results had been secured in many instances through co-operative publicity, and suggested that the local association might use it to advantage. After some consideration a resolution was passed to the effect that an advertisement should be run in the local newspaper each week, on Saturdays, giving the names and addresses of the members of the Edmonton Shoe Repairers Association and urging the public to patronize them. This, it is hoped, will help both to increase membershlp and increase business.

The Edmonton organization aims to enroll every repairer in the city on its membership before the end of the year.

The Future of Shoe Repairing

On the occasion of a recent meeting of the North-West London Boot Trades' Association, Mr. John Hoyle (General Secretary of the National Federation of Boot Trades' Associations) delivered an interesting address on "The future of Shoe Repairing," of which a resume appears in our British contemporary, "The Shoe & Leather Record." While the address refers specifically to conditions in the Old Land, it deals with phases of development which have been, or will in the future be, experienced in Canada also.

Mr. Hoyle said the boot repairing trade was not a picture gallery. But it was their trade; that by which they had to get their living. The intelligent anticipation of what the future had in store claimed the serious attention of the best men in the industry, because it had a practical bearing on the present.

Mr. Hoyle proceeded to sketch the rise of boot repairing as a separate industry. The old bespoke-man, he said, was maker and repairer also. Then came the factory system with its dilution of labor. When a slump came these dilutees left the factory in scores and set up as boot-repairers. He referred to the introduction of rubber heels, rollers and other machinery, and said how difficult it was to get the old craft repairer to take up machinery or to handle rubber heels. He was intimately connected with scores of men who would not look at revolving heels, and it was a long time before they would handle them. Even at a later date there were men who would not look at a pair of rollers.

The point he wanted to emphasize was that there existed a conservative spirit which had been handed down from the old craft days. They had lost or been robbed of some of the qualities of the old craft, but they were not fully equipped as a modernized industry. He would say rather that they were in the adolescent stage. Organization, he suggested, had rescued them from the rocks, and the industry was slowly beginning to assert itself and take on a new shape. The question was: What had the future in store? In what way were the present influences or tendencies working?

Mr. Hoyle proceeded to group the different classes of repairers. He left out of account the home rulers. There had always been home rulers and always would be. First, there was the class of repairer who came into the trade by a back-door—from the factories, for instance. But they should not condemn a man because he did not come in by the orthodox channel. If he determined to uphold the best trade traditions he should be welcomed. But he (Mr. Hoyle) condemned the men who came into the trade and remained parasites on it, hangers on, bottom doggers, and price-cutters of the worst description. They were the drags on the wheels of progress.

In the second group he classed the bona-fide repairer; not only the one-man repairer of decent standing but also the employer of labor, and he thought they might include the Co-operative Societies. This centre group had a distinct relationship with the old craft, and were practically descendants of them. Then they had another group known as the multiple shop or industrialized repairing. This had no connection with the old craft. It was purely a commercialized adjunct of the multiple retailing business—and a very important factor at the present time.

There was a fight taking place to-day between two systems—individual enterprise linked with personal supervision (the centre group), and the commercialized group. He suggested that their only hope for the future lay in the centre group. He went on to show how the future must develop along the lines of individual enterprise and personal interest in the industry itself, and not in the commercialized product which was only an adjunct to boot retailing. The modern boot repairing factory should be classed in the centre group, although he knew many one-man repairers had a feeling of resentment against them. It was a serious question what was going to happen in the future in the way of development, but in his view the boot repairing industry was one that needed personal supervision to be a real success. In that lay the fundamental difference as between boot repairing and boot manufacturing. They could very easily overcapitalize a boot repairing factory.

There was no danger of the one-man repairer or the individual proprietor of a boot repairing business being wiped out of existence provided he tried to keep absolutely up-to-date and moved with the times. If there was one thing more than another which seemed to be the urgent need of their trade at the moment it was service. That was the direction in which they must look for real progress. A man could only develop the best within him as he sought to develop the best in others; whether he remained a single-handed man or developed into the proprietor of a repairing factory he could achieve success only by true service to others.

He was peeved—There were black specks on his grape fruit. But Sambo, the African diplomat soothed him, "Why boss, dat sho must be dem vitamines wat everyone am talkin' 'bout."

Some linotyper made it read, "Babe Ruth, The Home Rum King."

Mary had a little lamp
Which was well trained, no doubt,
For every time a fellow called,
The little lamp went out.

Is it a Mistake to Use a Standard Size in Sample Shoes?

In a recent issue of "Footwear," an article appeared which referred to a suggestion by Mr. Harry Gibbins, of Montreal, regarding variation in sample shoe sizes. Mr. Gibbins' contention is that it is a mistake to use a standard sample size for all shoes. He declares that while one shoe may be shown to the best advantage in a 4B, another may require a 5A to bring out the real character of the last—a narrow, pointed type of shoe lending itself to display in the shorter size, while in a less slender last a longer size may be required to exhibit the prettiest lines of the shoe.

Mr. Gibbins further pointed out that it was frequently of considerable advantage to a buyer to see a shoe in two or more sizes, and suggested that the manufacturers could frequently give him the opportunity of doing so where they used the same lasts for several different patterns and combination, as was often the case. Why should they not make each pattern that is on the same last in a different size, so the retailer will see how a range of sizes will look?

We asked our readers to let us have an expression of opinion on this suggestion, and some of them have kindly responded. Here is one response, which is favorable to the idea of variation in sample sizes:

"Regarding Mr. Gibbins' suggestion that manufacturer's vary their sample sizes, I think his suggestion a good one. However, for the benefit of the trade in general, especially the smaller stores throughout the country, I would go further and suggest that more samples be made on C and D widths. In past years I have often been deceived in this way by ordering goods on C and D widths from samples on A's and B's and been very much disappointed with the results."

Another retailer who has written in, however, takes quite the opposite view. He says:

"We much prefer using a standard size as at present for samples. Not only are we accustomed to choosing our future stock from shoes of a standard size, but we also like to compare the various patterns in the different samples. This is much more easily done when the shoes are the same size.

"For instance in the case of a women's fancy strap shoe, a style might look well in a 4C and another shoe might look heavy or unsaleable if sampled in size 5, whereas the truth might be that the second shoe would prove to be just as good a seller.

"For the same reason that our window display is made up of a certain sample size in the various shoes shown, to give a pleasing and attractive appearance to the prospective purchaser, we would consider that first glance at a row of travellers' samples of various sizes would have a jarring effect for the buyer.

"From the buyer's viewpoint we are strongly of the opinion that the present custom is best. We could readily understand the viewpoint of the manufacturer if he were to complain that it was difficult to dispose of samples of all one size, but from what we have observed they have not this difficulty.

"We are inclined to think also that in the case of samples being made in a range of sizes, a greater excuse would be found for the shoe evil, the "sample shoe store." Our present system limits this type of store as it is generally known among the consumers that shoes can only be samples in certain sizes."

New Cavalier Gaiter shown by L. H. Packard & Co.

Not a Romantic Aroma

The breath of suspicion never attaches to the girl whose breath smells of onions.

Would You Have Got This One?

Her—"I like your cigarette holder."
Him—"Why, I never use one."
Her—"Don't be so dense."

Owed to a Restaurant

'Twas in a restaurant they met,
One Romeo, one Juliet.
'Twas there he first fell into debt,
For Rome-od what Juli-et.

The Government's Conversion Seheme

The attention of the holders of the five and a half per cent. war loan bonds maturing December 1, 1922, is directed to the offer of the Minister of Finance to renew the loan. The last Canadian loan was placed in New York but the Minister is making his present financial operation entirely a domestic one by offering to accept the maturing bonds in exchange for new bonds bearing the same rate of interest, running for either five years or ten years as the bondholder may prefer. A further inducement to the investor is that he receives a bonus of one month's interest. The only difference is that the new loan is not tax free. The terms offered are favorable to the investor and doubtless a large part of the maturing loan will be renewed. Arrangements for the exchange of the bonds can be made at any branch of any chartered bank. Holders who do not wish to reinvest will be paid in cash on the 1st December, 1922.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

J. P. Mitchell, who had been with the McFarland Shoe Co., since its formation and until recently was in charge of the Calgary branch, severed his connections with the company a short time ago to take over agencies for the Canadian Footwear and Arrow Shoe lines. Mr. Mitchell has embarked on another new venture. if anything more important, having taken to himself a wife in June of this year. He and his bride made a exteded trip through Eastern Canada this summer.

The Williams' Shoe Store, which was formerly located at 255 Second Ave., South, Saskatoon, Sask., is now established in attractive premises at 1026 Jasper Ave., Edmonton, Alta., and is catering to the men's, women's and children's trade. His friends in the trade will regret to hear that J. K. Williams is confined to his house on account of sickness—at time of writing.

B. Smith has recently taken over the business formerly operated by B. Saunders in Havelock, Ont., and is carrying a stock both of shoes and gents' furnishings. Mr. Smith also has a harness dept. and does shoe repairing, being an old time shoemaker.

F. Pizzo, 121 Hunter St., Peterboro, Ont., has purchased a store from A. Marangone, which is equipped for the repairing of shoes. Mr. Pizzo plans to go into the retail end of the business shortly.

B. Chesler, who was formerly located at 330 George St., Peterboro, has recently bought out the interests of T. C. Elliot in an attractive and well laid out store at 392 George St., where he is carrying both shoes, womens' wear and millinery.

G. W. Chiles has established himself in the general store formerly operated by A. O. Sawyer, Havelock, Ont. He has a prosperous and progressive shoe department.

Mike Kouri has opened a new store at Marmora, Ont., retailing both footwear and ladies' and gents' furnishings.

Taplin Shoes, of Peterboro, Ont., have recently opened a handsome store at 376 George St., in that city, under the management of W. A. Greenslade.

A. L. Ramsey, of the Jas. Ramsey, Ltd., department store, 101st St.., Edmonton, Alta., has recently returned from a buying trip in the east, during which he visited the shoe centres. Mr. Ramsey expressed himself as impressed with the signs of renewed business activity that were in evidence. While in the East, he paid a short visit to Guelph, Ont., where his company had a store some eleven years ago before moving west to Edmonton.

Wheeler's Shoe Shop, Edmonton, Alta., has recently taken over the premises formerly occupied by A Pingatoie at 10036—101st St. It is the intention to open a new department for orthopaedic and custom work, and also to go into the repairing end of the business. F. A. Wheeler is the proprietor.

The Yale Shoe Store, Ltd., 10079 Jasper Ave., Edmonton, Alta., have recently added a repairing department at the rear of their store and installed a complete repair outfit.

J. S. Tevan & Son have recently opened a new store in Morrisburg, Ont.. where they carry both footwear and men's furnishings, and report business good.

B. Silverman has recently purchased the store on Pitt St., Cornwall, Ont., formerly owned by D. Caroll. He operates a repair department and shoe shine parlor in addition to the retail end of the business, and is very pleased with conditions.

W. Palubiski is opening up in the shoe business in Killaloe, Ont. He will also carry a stock of gents' furnishings and dry goods.

F. C. Taylor, who closed out his shoe business on Bank St., Ottawa, last winter, has reopened at 207 Sparks St., and intends to handle men's fine shoes exclusively.

Letters patent of incorporation have been taken out by Aylmer Shoes, Ltd.

The "Style Shoe Shop, Ltd.," has taken out letters patent of incorporation and will carry on business in Winnipeg.

A new and well-equipped shoe store has been opened in Battleford, Sask., by J. Nicoll. Men's, women's and children's lines will be carried.

Harry Brundle and W. E. Young, of the Williams Shoe Ltd., are showing their sample at the Tecumseh House, London, Ont., during the week of the Western Fair.

The Deegan Shoe Store, Ltd., North Bay, has been incorporated.

A new repair business has been opened up in Lansdowne, Ont.. by B. Strader. Mr. Strader is a returned soldier.

Alfred Jas. Abernethy, a veteran of the shoe trade, has recently purchased the interests of Jas. Markey in Brockville, Ont., and is now operating a fine shoe store on King St., in that city.

The Cut Rate Shoe Store, 219 Dundas St., London, is remodelling premises formerly used as a restaurant and will install the fixtures and equipment necessary to outfit a modern shoe establishment.

People's Shoe Store, 131 Dundas St., London, Ont., plans alterations to premises.

The Goodyear Shoe Mfg. & Repair Co., 10440 Jasper Ave., Edmonton, Alta., are going to move into a newly built store, which is well adapted to the purpose of a shoe retail and repairing business.

Possibly Messrs. Warren T. Fegan and J. W. Jupp, of Toronto, are on their way home as this issues appears. Last we heard of them they were in Switzerland, whither they had gone after visiting the battle area from Zebrugge to Ypres and Bruges. They expected to stop in Paris another ten days before returning to Canada.

An automobile tradgedy happened last month in which J. Gilliland, travelling representative of the Davies Footwear Co., Toronto, met his death. The late Mr. Gilliland was in Alberta on a business trip at the time. His home is in Galt, Ont., where he is survived by his widow.

C. H. Albee, of the Myles Shoe Co., Toronto, has been on a trip to Winnipeg, where he called on several members of the retail trade.

The assets of the Star Shoe Store, Ottawa, have been sold.

The Rowan Boot Shop, Ltd., Toronto, has assigned.

Saxes Boot Shop, Montreal, has been dissolved, and is succeeded by Saxes Boot Shop, Ltd.

Canadian Wood Heel & Block, Ltd., Poite Aux Trembles, Que., has assigned.

Thomas & Rofihe, shoe and clothing merchants. Mahone Bay, N. S., are dissovling partnership.

Rubin & Brenner, Winnipeg, are opening a branch store.

The Cut Rate American Shoe Store, Ltd., Regina, has been incorporated.

The United Shoe Store, Saskatoon, are changing name to Henry Bros., Ltd.

"Bob" Fraser and his family, of Montreal, spent a fortnight at the sea coast recently. Now that "Bob" has come back from his vacation like a giant refreshed, the leather

trade in general, and the Breithaupt Leather Co., in particular expect to experience a decided boom in business.

W.G. Downing, who carries Church & Company's lines in Western Canada and on the U. S. Pacific Coast, has recently been in Toronto and has been going into the Company's new samples with their agent, Robt. D. Ayling.

N. Martin, of Waterford, Ont., who has been operating a shoe repairing shop in that town for over a year, plans to put in a stock of shoes and carry on business at retail in addition.

Notes From the Maritimes

Messrs. Scovil Bros., Ltd., (Oak Hall), King St., St. John, N. B., are putting in a stock of men's shoes. This firm, up until the present time have confined their efforts to catering to a high-class trade in men's clothing and furnishings, and Ladies' ready-to-wear. They are fitting up a men's shoe department in their Germain St. side of the store. The new shoe department will be in charge of Mr. E. C. Girvan of St. John. Mr. Girvan has been with the Dominion Rubber System—Maritime, for the past five years, first as city representative, and latterly covering the Annapolis Valley district, N. S. Previous to going to the D. R. S., Mr. Girvan was eleven years on the retail staff of Messrs. Waterbury & Rising, King St., Store. Mr. Girvan is a very popular young

E. C. Girvan

man, and has a legion of friends in St. John and vicinity who will wish him every success in his new field of activities. Apart from his many other sterling qualities, Mr. Girvan is the possessor of a very fine baritone voice, and is heard to advantage in St. David's Church, and other organizations, and is ever ready to lend his talent for any good cause.

Messrs, Margolian Bros., of Charlotte St., St. John, N. B., have recently re-organized their business, and have taken into partnership, Mr. Flatto of Boston, Mass.

The many friends of Mr. P. L. Higgins of Moncton, N. B., will be sorry to hear of the death of his daughter, Muriel, who was drowned at Grand Falls, N. B. while on her vacation there.

Mr. Fred Miller the well-known Torontonian who recently passed away, had widespread interests, both public and private and was a rather unique personality in that, despite his important activities, he kept himself very much in the background. He was interested in the shoe business through his connection with the Owens-Elmes Mfg. Co., with which he had been associated since its inception.

Obituary

There will be widespread regret throughout the trade regarding the death of Mr. Walter Burnill, one of Toronto's best known shoemen. The late Mr. Burnill had sailed from Montreal on July 1 on an extended trip to Europe, accompanied by his wife and daughter. The trip was undertaken partly for the recuperation of his health, which had been troubling him for some time. Only a short time ago, "Footwear" received word from Mr. Burnill, sent from London, that he had had to give up the idea of continuing

The late Walter Burnill,

his trip, owing to illness, and now, just as we go to press, cable news is received announcing his death.

The late Mr. Burnill was born in Wakefield, Yorkshire, England, 60 years ago, and early in life crossed to this side of the Atlantic. For a time he lived in the States and worked at his trade in some of the larger American shoe factories. He was a shoemaker from his youth up and delighted in the practical end of the business. It was in 1899 that he first set up in business for himself in Toronto, at the corner of Victoria and Richmond Streets, where he devoted himself to shoe repairing. In 1907 he moved to 75 Queen St., East, where his store is still located. Here he went into the retailing of shoes, catering to the better class men's trade, and carried on a repairing business of the highest grade.

From the day he first joined a shoemakers' union up to the time of his death, Mr. Burnill was keenly interested in organization work. He was president of the Toronto Shoe Retailers' Association for the 1920-21 term, and had held office almost continuously in the Toronto Shoe Repairers' Association since its formation, except during periods when his health forbade. Last year he was also a member of the executive of the Ontario Federation of Shoe Repairers.

Through his death the trade loses a vigorous and forceful personality, and a shoeman whose knowledge of footwear was, possibly, unexcelled in the Canadian shoe retail business.

The death of C. A. Brouillard, who has been associated with several of Canada's biggest shoe manufacturing concerns in important capacities, has been announced. The late Mr. Brouillard held the position of superintendent with the Scott-Chamberlain Co., the Tetrault Shoe Mfg. Co., and the Eagle Shoe Co. It was with the latter concern he was connected at the time of his death.

Quelques Opinions des Détaillants Canadiens-Francais concernant le Commerce de la Chaussure

Suggestions importantes qui pourraient être adoptées afin d'améliorer les conditions actuelles

"Footwear" envoyait tout récemment, à plusieurs commerçants de chaussures canadiens, un questionnaire qui se lit comme suit:

1—D'après les développements récents, quelle est la situation actuelle dans l'industrie de la chaussure et du cuir? Avez-vous quelque suggestions à fournir:
   (a) Au manufacturier.
   (b) Au marchand en gros.
   (c) Au détaillant.

2—Le commerce est-il suffisamment organisé? L'organisation existante est-elle assez puissante pour permettre au commerce de rencontrer la concurrence du dehors?

3—Pouvez-vous suggérer quelque mesure tendant à stabiliser les prix?

4—Le détaillant canadien reçoit-il ce qu'il y a de mieux en qualité, quantité, livraisons et styles?

5—Les clients ont souvent à se plaindre du manque de choix et des assortiments incomplets, c'est-à-dire de pointures manquant dans certains styles. A qui la faute?

6—Le détaillant canadien se rend-il compte de l'importance de lignes auxiliares, telles que bonneterie et nouveautés? Ces lignes peuvent-eles être établies sur une base plus profitable?

7—Quelles sont vos prédictions au sujet des styles?

Les lecteurs seront sons doute intéressés de prendre connaissance des remarques faites par certaines maisons importantes.

Suggestions importantes

M. C. R. LaSalle, de la maison F. X. LaSalle & Fils de Montréal, nous donne les renseignements suivants en réponse au questionnaire précité:

1c—Il conseille au détaillant d'être sage et prudent dans ses achats d'ici au printemps prochain, au moins.

2—De ce coté ces messieurs constatent un progrès très accentué durant les dernières années; malheureusement, disent-ils, il y en a encore qui ne mettent pas l'épaule à la roue. Ceux-ci par leur indifférence et ceux-là par leur négligence. Ils semblent plutôt nuire à une organisation, que de l'aider à progresser.

L'organisation actuelle serait peut-être assez puissante pour permettre au commerce de rencontrer la concurrence du dehors si elle se renseignait plus souvent sur les conditions extérieures.

3—Il suggère tout d'abord que les fabricants mettent fin aux extrêmes dans les nouveautés ce qui aiderait beaucoup la stabilité du marché.

4—Il est d'avis que rien n'est négligé à cet égard, afin de donner toute la satisfaction possible au détaillant canadien.

5—Il considère que les clients sont à blâmer. Le public aujourd'hui exige tant de nouveautés et de fantaisies, que les manufacturiers sont obligés de fabriquer continuellement des nouveaux modèles. Le détaillant ne sait plus où il en est; il se demande s'il doit réassortir ou prendre des nouveaux styles. Le public se fatigue vite, et c'est pour cela que le détaillant est forcé d'agir en conséquence.

6—Il ne connait guère la bonneterie ou les nouveautés.

Pronostics des styles

Les lecteurs du "Footwear" s'intéresseront sans doute au compte rendu donné cidessous par M. H. Riendeau, gérant de la maison Ralph Bros. de Montréal, sur la situation de la chaussure.

1a—Cette personne prétend que les fabricants ne spécialisent pas assez leurs divers assortiments et que les marchandises qu'ils expédient ne sont pas conformes aux échantillons exposés lors de l'achat, soit du coté du fini ou de la qualité du cuir.

1b—Il déclare aussi que les commerçants de chaussures en gros promettent pour une certaine date la livraison de leurs marchandises et ne peut être rempli; et ceci malgré les promesses formelles des commis-voyageurs.

1c—Ce commerçant suggère au détaillant de bien étudier le genre de son commerce et de donner satisfaction à tous ses clients en ayant toujours en magasin des marchandises qui sont les plus demandées.

2—Ce marchand est d'avis que le commerce est bien organisé. Il suggère de cesser les importations; l'achat des cuirs canadiens, en autant que possible; l'achat de chaussures fabriquées au Canada, ce qui augmenterait l'industrie de la chaussure en général dans notre pays.

3—Il croit que les styles ne devraient pas être exagérés, que les dépenses générales soient diminuées, y compris les frais des voyageurs. Les manufacturiers ne devraient pas changer aussi souvent leurs formes et leurs modèles, évitant ainsi des dépenses très élevées pour l'industrie de la chaussure.

4—Cette question devrait se résoudre assez facilement. Le commerçant qui paye un bon prix reçoit une marchandise de qualité et ses commandes ne sont pas limitées. Elles sont aussi livrées au temps convenu, si son crédit est bon et ses comptes à jour avec les fabricants. Il est cependant entendu dit-il que les commandes devraient être données quelque temps avant la date à laquelle on désire les reçevoir et non pas au dernier moment. Quant aux styles il ne doit pas acheter la marchandise à son propre goût, mais bien à celui qui est demandé par sa clientèle.

5—Quant à celle-ci M. Riendeau est d'avis que cette lacune est due à l'acheteur lui-même. Il doit acheter en grosse quantité les assortiments en vogue en choisissant un nombre de pointures semblables suffisant pour la demande et non pas accepter les assortiments réguliers du manufacturier.

6—Son opinion est de tenir les lignes auxiliares si le détaillant y voit un bénéfice pour lui, car il prétend que ce moyen amènera une nouvelle clientèle qui peu à peu augmentera son chiffre d'affaires et aussi ses bénéfices.

7—Les styles unis seront en grande demande dit M. Riendeau. Exemple: soulier lacé, soulier à brides, (une ou deux brides), talon 14/8. Il y aura peu de tiges hautes pour la prochaine saison, car les jambières et les guêtres seront beaucoup en vogue.

Conditions générales

Le résumé suivant nous a été donné par la maison J. T. Lemire, 280, rue St. Catherine est, Montréal, en réponse à notre demande de renseignements.

2—Cette firme exprime son opinion que le commerce est suffisamment organisé, en autant que les manufacturiers ne fassent pas trop de changements dans les prix et les qualités de leurs marchandises.

3—La suggestion est faite que les commerçants n'emmagasinent pas trop de réserve, et de variétés de modèles, et qu'alors ils pourront maintenir leurs prix sans avoir à réduire leurs marchandises avant la fin de la saison.

4—Ce détaillant déclare ne pas avoir à se plaindre, car

il spécialise sur les nouveautés et la qualité; c'est-à-dire que toutes ses marchandises sont fabriquées conformément à ses désirs, et rencontrent l'approbation de ses clients.

5—Ce commerçant est d'avis que le manque de choix et les lignes incomplètes sont occasionnés par le fait que les grossistes ont trop d'assortiments en main, et dans presque tous les cas, incomplets.

6—Répondant à cette question M. Lemire nous avise qu'il croit que les lignes auxiliaries, exception faite des bas, devraient être supprimées—et qu'il serait préférable d'investir son capital dans la chaussure.

7—M. Lemire est d'opinion que les styles changent encore assez fréquemment. Il considère que cela est un stimulant pour le commerce lorsque ces changements ne sont pas poussés à l'extrême.

La clientèle trop exigeante

Une importante maison commerciale connue sous la raison sociale de U. St. Onge & Cie de Valleyfield, Que., nous donne le résumé suivant en réponse à notre demande de renseignements:

2—Cette maison reconnait que le commerce est suffsamment organisé. Elle fait aussi la suggestion que les manufacturiers adoptent une grandeur uniforme de voites à chaussures d'hommes, de femmes et d'enfants, ce qui embbelirait le rayon à chassures de détaillant.

3—Cette firme est d'avis que les manufacturiers devraient avoir un prix uniforme pour tous. Il n'est pas juste, dit-elle, de vendre à meilleur marché aux détaillants de renom, et à des prix plus élevés aux commerçants de moindre importance.

4—Le gérant de cette compagnie est d'opinion que le détaillant canadien reçoit ce qu'il y a de mieux.

5—Cette maison déclare, en réponse à cette question, qu'il y a un trop grand nombre de modèles sur le marché et que la clientèle est trop exigeante.

6—Elle considère que le commerçant de chaussures canadien s'assurerait un certain bénéfice s'il faisait le commerce des bas, car bien souvent une personne qui achète une paire de chaussures, fait aussi l'achat de bas.

7—Cette firme suggère que le manufacturier canadien devrait entreprendre la fabrication d'une chaussures ample, conforme au pied, et qui en même temps aussi aurait toute l'élégance possible.

La discontinuation des styles excentriques

M. A. Brunet, commerçant de chaussures, 903, rue Notre Dame ouest, Montréal, a bien voulu nous fournir les informations cidessous en réponse au questionnaire qui a été envoyé à tous les détaillants canadiens:

3—Répondant à cette question il nous suggère de réduire les styles excentriques, sinon de les discontinuer complètement.

4—Il déclare que le commerçant canadien reçoit ce qu'il y a de mieux dans la chaussure.

5—Cette personne indique que le manque de choix, et les assortiments incomplets, etc., sont dûs aux revues commerciales qui publient des styles ridicules. Deuxièmement, que les manufacturiers sont à blâmer pour les différents genres de marchandises qu'ils offrent sur le marché à toutes les deux semaines, puis en dernier lieu, aux détaillants qui achètent tout ce qu'il y a de nouveau sur le marché.

7—Ce commerçant est d'avis que les styles seront: pour femmes, souliers, à une bride large (jusqu'en octobre) et souliers de rue, un peu plus tard, talons 12/8.

Si un homme ne sait pas vers quel port il se dirige, nul vent n'est favorable à son vaisseau.

Tandis que la chance attend que quelquechose arrive, le travail trouve autre chose.

Lorsqu'un homme commence à aimer son travail, c'est alors qu'il commence à progresser.

Système pour la direction des styles

Un commerçant de chaussures doit se renseigner plus minitieusement sur les conditions des styles, que d'apprendre qu'une chose est nouvelle sur le marché quand un voyageur le lui dit. Vous pouvez essayer de garder une note mentale de ces développements, mais le système en usage par un marchand de gros habile nous prouve qu'il était très logique. Il nous montra un petit livre dont il se servait pour étudier les modèles et les styles. Dans ce livret il plaçait chaque illustration qu'il voyait dans laquelle il trouvait un changement ou qui semblait indiquer un certain développement. De cette manière il s'était accumulé un sommaire de la situation et des idées des créateurs de style et des fabricants de patrons dans l'industrie de la chaussure, il faisait ses propres déductions, se rapportant à la tendance générale de la mode.

L'ajustement des chaussures découpées

Des échantillons d'escarpins dont les cotés étaient découpés depuis l'empeigne jusqu'à la semelle furent ajustés sur des pieds de modèles. Il fut constaté que l'escarpin était conforme au pied d'un modèle, mais lorsque l'autre faisait un pas, la chair de son pied faisait s'étendait audessus de la semelle, près de l'empeigne, où le soulier avait été découpé.

Les deux souliers furent fabriqués d'après la forme 4-B, et les deux modèles furent ajustés sur ce point. Mais un des modèles est de construction délicate et a un pied ferme et gros, avec un arche très solide. Ce pied tient sa forme, quoique les cotés du soulier soient découpés. Il supporte aussi son arche.

Mais l'autre modèle est droit, et a un pied qui est bien dodu. Quand elle met le soulier, l'arche baisse quelque peu, et la chair s'étend parce que les cotés de l'escarpin étant découpés à l'empeigne ne retient pas en place la chair du pied.

Le dessinateur jugea que la forme et les patrons ne seraient pas de service pour tous et les mit de coté—American Shoemaking.

Quelles sont vos connaissances concernant les cirages et les vernis à chaussures

Certains commerçants de fournitures de ce genre se plaignent que le marchand de chaussures en général et ses commis, ne s'efforcent pas de connaître les différents articles vendus dans leur propre département de fournitures comme ils le devraient. Pour les vernis, par exemple, ils déclarent que très peu de détaillants prennent la peine de s'informer de la qualité des différentes marques, et celles qui conviennent le mieux à tel ou tel genre de chaussures. Cependant ceci est très important. Le soin que l'on donne à une chaussure a un effet marqué sur sa durée et naturellement la qualité et la durée de la marchandise du marchand contribuent à faire ou à nuire sa réputation. Des chaussures de bonne qualité, souffrent certainement de l'emploi de vernis communs, lesquels produisent peut-être un cirage luisant, mais qui ne conserve ni ne protège le cuir, et dans plusieurs cas l'endommage.

Ceci est certainement un sujet qui demande un examen sérieux de la part du marchand de chaussures. Demandez à quelques manufacturiers avec qui vous avez des relations commerciales quelle est la marque ou la sorte de vernis qu'ils préféreraient voir appliquer sur leurs chaussures. Essayez-le vous-même. Faites une petite expérience avec vos propres chaussures et celles de votre famille. Comparez les résultats de la durée des chaussures qui reçoivent le cirage à la maison, avec ceux qui fréquentent souvent le salon du cireur. Lorsque vous aurez constaté le résultat par votre expérience personnelle, vous serez en mesure de donner à votre client, un conseil sage et bien avisé.

Quels sont les Obstables qui Empechent le Développement de votre Commerce?

Voici une Liste des Pierres d'Achoppement—Dont plus particulièrement les Magasins de Détail ont à se plaindre—Essayez-vous ne les éviter?

Voici une liste des principales difficultés que le propriétaire d'un magasin de détail a en rencontrer tel que décrit par le professeur Whitehead de l'université de Boston, devant la Chambre de Commerce de cette même ville:

1. Manque de système commercial défini.
2. Achats en trop grande quantité.
3. Laisser un item du compte de dépenses s'élever d'une manière disproportionné.
4. Essayer de réaliser un bénéfice d'achat.
5. Considérer l'inventaire augmenté comme un bénéfice.
6. Oublier de déprécier les fournitures et la marchandise.
7. Blâmant les conditions, pour le commerce inactif.
8. Le manque d'entrainement des commis-vendeurs.

L'analyse du professeur de ces quelques pièces d'achoppement au succès, est intéressant. Il dit:

"Demandez au petit détaillant, en moyenne, quel est son système et il vous donnera l'une de ces vagues réponses qui accuseront sa négligence d'en établir un—ou même de son ignorance en la matière.

"Par exemple—Le détaillant de moins de conséquence ne peut servir avec succès tout le monde de son quartier. Il peut servir le pauvre, la classe moyenne ou la classe riche, mais il ne peut espérer de les avoir toutes. Il peut pour la classe moyenne et riche, ou la moyenne et la pauvre classe, mais s'il essaye d'atteindre les deux extrêmes, il tombera entre les deux et aura comme résultat rien.

"Quoique n'ayant pas ce système défini de ventes, il comblera ses rayons de bonnes marchandises qui ne conviendront pas à la classe de gens qui patronisent son magasin comme étant celui qui répond à leurs besoins et à leurs demandes.

"S'il n'a pas un système défini, concernant la limite de ses crédits et termes, il dépense en conséquence beaucoup de temps à decider des cas particuliers qui doivent faire exception à l'ordinaire.

"Sans avoir de système de publicité défini, il dépense l'argent a tort et à travers, sans décision fixe. Ensuite il se demande la raison pour laquelle son annonce ne rempli pas son magasin d'acheteurs empressés.

Ne Laissez Pas Vos Achats en Grande Quantité Réduire Votre Chiffre D'Affaires

"Le détaillant de peu d'importance qui ne réalise pas la marge du chiffre d'affaires souvent tombe le piège des achats en grande quantité à prix réduits. Comme règle, il a l'argent en poche s'il achète en petite quantité qui se vendra rapidement et payera le prix supplémentaire pour la petite consignation.

"Cela ne veut pas dire qu'il ne devra jamais acheter une quantité d'un article si le prix est assez bas pour le justifier. Mais s'il le fait, il devrait vendre à un prix bas et stimuler les ventes en faisant bénéficier ses clients de l'épargne du prix.

"Si toutefois il achète et alors essaye de les vendre au plein prix de détail, il lie le capital qui devrait être investi à faire de l'excédent au lieu de le laisser se perdre.

Distribution non-équilibrée des dépenses allouées.

"Ou peut dire qu'un détaillant réussit à tenir ses frais aussi bas que 25 pour cent. Prenons pour exemple l'illustration que 25 pour cent est normal pour ce commerce.

"Par cause d'une division illogique des frais de pourcentages, l'énergie du commerce est appliquée illégalement. Il y a trop de pression dans une seule direction, tandis qu'il y a manque d'énergie dans un autre. La location pour le loyer peut dépasser 2 ou 3 pour cent, et cette dépense supplémentaire doit ressortir des autres item de frais et créer, par le fait, une distribution non équilibrée des frais alloués.

"Plus que cela, peu de détaillants tentent sérieusement de départir les ventes et de demander à chaque rayon sa proportion juste des dépenses. Si le detaillant faissait cela, il constaterait que certains rayons ne devraient pas exister et devraient être améliorés afin de porter profit ou être mis de côté afin de les remplacer par de meilleurs comptoirs.

Le détaillant ne devrait pas essayer de s'assurer des bénéfices d'achats.

"Chaque détaillant obtient des bénéfices de trois différentes sources—un bénéfice d'achat un bénéfice de vente, et des bénéfices en prenant les escomptes. Les 2e et 3e bénéfices sont essentiels—le premier ne devrait être que minime.

"Un bénéfice d'achat est celui qui est occasionné par l'achat de marchandises avant la hausse. Alors, lorsque les prix augmentent, aussitôt la marchandise augmente en valeur. Le petit détaillant accuse alors un bénéfice sur l'achat et un bénéfice sur la vente.

"Malheur à tout détaillant qui essaye d'agir ainsi car cela lui coûtera beaucoup d'argent. Tout d'abord, essayer d'anticiper une hausse dans les prix est un jeu—pariant sur l'avenir, et ce n'est pas là la fonction du détaillant. En deuxième lieu, la marchandise pour une hausse doit demeurer en magasin plus longtemps qu'elle ne le devrait. Il y a une perte plutôt qu'un bénéfice sur le capital lié, et une dépréciation plus ou moins rapide de la marchandise. D'ici à ce que ces marchandises soient vendues elles peuvent devenir endommagées dans le magasin, et le bénéfice ainsi accusé est converti en perte, par une réduction.

L'inventaire augmenté n'est pas un bénéfice

"Lorsque les livres sont fermés à la fin de l'année fiscale, le bénéfice est démontré dans l'augmentation du capital en plus du montant indiqué sur la feuille du bilan précédent. Supposons que la valeur nette d'un commerce était de $25,000 au commencement de la période commerciale. A la fin de cette période le commerce démontrera peut-être une valeur nette de $30,000. Alors, le commerce excède de $5,000.

"La louange devrait être restreinte d'ici à l'étude de l'item d'inventaire. Si les placements de la marchandise indique une augmentation de $5,000 c'est là une preuve certaine que le commerce a perdu de l'argent.

"La marchandise augmentée n'est qu'un bénéfice potentiel—ou une perte potentielle. En effet. lorsque les inventaires commencent à s'accroître il est mieux d'assumer que l'augmentation est causée par une réserve invendable.

"Le profit devrait être découvert par un comptant augmenté et par un inventaire de marchandises substantiellement du même montant qu'auparavant. Cependant, si de nouveaux rayons ont été ajoutés, la réserve devrait une augmentation proportionnée.

Dépréciation des fournitures de magasin et des marchandises

"Les fournitures de magasins dès qu'installées dans un magasin ne valent plus que la moitié du coût primitof.

"Quoique ce ne soit pas une bonne politique de s'assumer une telle diminution pour la première année, il est préférable

de réduire assez fortement toutes les fournitures. Il est vrai que la perte ainsi accusée est en valeur de papier, mais il est prudent d'envisager les faits à leur pire. Il est si facile de se laisser leurrer par la croyance que tout va très bien parce qu'un bénéfice a été fait, alors que le profit peut-être représenté par une valeur trop élevée sur les fournitures et sur la marchandise.

Oublier que le Commerce est inactif

"C'est une faute pour l'individu d'accepter une condition comme inévitable, tout simplement parcequ'elle est générale. Cette acceptation du général comme étant inévitable pour l'individu est malheureuse, spécialement à ce temps-ci. Quelques détaillants, et même plusieurs, font un meilleur commerce que par le passé—mais le commerce est mauvais.

"La raison de leur succès est que les détaillants prospères n'accepteraient pas pour eux des conditions aussi mauvaises. Ils ne se permettraient pas d'être influencés par la psychologie du péssimisme général.

"Si chaque petit détaillant oubliait les conditions qui le concerne et offrait un choix de marchandises, marquées à des prix réduits d'après les coûts de pourcentages (même si les marchandises furent achetées à un coût beaucoup plus élevé), et alors s'occuper du commerce comme s'il avait réellement l'intention de le faire, il constaterait que ses conditions s'améliorent et continuent d'augmenter.

"A moins que les petits détaillants connaissent les marchandises ils ne peuvent les vendre—ils ne peuvent même pas permettre aux clients de les acheter. Le détaillant ne peut, et ne devrait pas s'attendre à ce que ses commis connaissent la marchandise et être enthousiastes moins qu'il le leur révèle.

"Après avoir raconté l'histoire concernant les marchandises, le détaillant devrait instruire ses gens sur les principes de vente. Il devrait leur enseigner la valeur de la bonne humeur et de la courtoisie afin qu'ils puissent mettre en pratique ce qui leur est recommandé.

"Et, puisque nous y sommes, le gérant lui-même doit pratiquer ce qu'il prêche."

Est-ce-que le Client a toujours Raison?

Une manière d'agir individuelle est requise avec les différents genres de clients. Pour quelques uns, la meilleure attention et l'effort le plus assidu pour plaire ne suffiraient pas. Ils demandent un remède spécial.

Un éminent détaillant de Montréal déclarait récement au Footwear les méthodes qu'il s'était servi pour traiter un client particulièrement difficile. C'était une dame—au point de vue du sexe et de la société—et la femme d'un juge. Les demandes de cette personne étaient si exigeantes, parfois même si impossible, et sa manière d'agir si accablante, que lorsque sa limousine s'arrêtait à la porte, les commis alors oisifs devenaient subitement occupés et se hâtaient de se retirer aussi loin que possible en arrière du magasin. A chaque transaction elle portait plainte. Les remboursements et les échanges étaient sa coutume regulière. Finalement, le propriétaire croya que cette manière d'agir avait durée assez longtemps et qu'il serait nécessaire d'adopter une politique différente envers elle. Conséquemment, lorsqqu'elle fit sa première plainte il décida d'avoir une entrevue avec cette dame, et fut très franc avec elle.—"Madame", dit-il, "Nous vous apprécions comme notre cliente, mais je suis peiné de constater qu'il nous est impossible de vous plaire,—quoique nous ayions fait notre mieux. Dans les circonstances je préférerais que vous achetiez vos chaussures ailleurs—car nous ne pouvons pas perdre de l'argent dans chaqque transaction que nous faisons avec nos clients comme il en a été le cas dans nos relations avec vous."

Un fait assez singulier est qu'après cet incident cette dame n'acheta plus ses chaussures ailleurs. Elle est revenue au même magasin, mais depuis cette courte entrevue aucune firme n'a jamais eu de cliente plus docile, plus maniable et plus facile â servir qu'elle ne l'est. La politique qui veut que "le client ait toujours raison" semble être mauvaise dans certains cas extrèmes.

Le Progrès du Commerce des Réparateurs de Chaussures

Le bref exposé suivant, fourni par M. Rolland Grandchamp, 1650, rue Notre Dame ouest, Montréal, concernant l'industrie de la réparation des chaussures, intéressera sans doute nos lecteurs. Ce commerçant déclare que l'industrie moderne de la réparation des chaussures progresse à vue d'oeil à Montréal, et il a constaté, comme plusieurs d'entre nous, que le nombre d'établissements augmentait toujours. Le commerce est assez lent durant les mois d'été, mais les affaires sont plus prospères cette année que l'année précédente à cause de la réduction des prix. Il dit que certains manufacturiers, cette année, ont fabriqué des chaussures tellement communes qu'elles n'étaient pas réparables et dans le cas ou on aurait pu le faire les frais étaient trop

M. R. Grandchamp

élevés, soit $1.98 pour les chaussures d'hommes et 98 sous pour les chaussures d'enfants. Des marchandises de ce genre causent des inconvénients aux réparateurs.

L'entretien de la vitrine et la propreté constituent l'avenir du commerce du réparateur de chaussures. Cette personne prétend que ce commerce n'est pas suffisamment organisé, que les réparateurs devraient s'entendre afin de former une association qui aiderait à maintenir un tarif et à combattre les réparateurs qui réduisent les prix. Par ce seul moyen pourraient-ils atteindre le but si longtemps désiré.

Wanted a position as travelling salesman for a responsible shoe house, the Maritime Provinces preferred. Best of references given. Box 964, Footwear in Canada, Toronto. 9

Manufacturers Agent requires line of ladies' or children's shoes for Ontario territory, commission basis, address particulars to, Box 985, Footwear in Canada, Toronto. 9

FOR SALE

One Progressive Finisher aproximately 14 ft. long.
One Champion Finisher approximately 14 ft. long.
One Bench Finishing shaft approximately 6 ft. long.
One Champion Straight Needle outsole stitcher.
One Fleming type Landis Curved Needle Stitcher.
The above machines are guaranteed in good running order and condition and have been rebuilt by us.
We will sacrifice these machines at a very low figure.

UNIVERSAL SHOE MACHINERY LIMITED,
128 Queen Street,
Montreal.

9-10 .. Telephone Main 6233.

Pyramid Heel Hosiery

The Hosiery with an Instant Selling Appeal

The autumn months have their own special place in the activities of hosiery in the shoe store.

The autumn months of 1922 find the tide on the turn and a good showing of business on the horizon.

This is the time of the year to push Pyramid Heel Hosiery, an attractive selling adjunct which will establish a new point of contact with your customer.

PYRAMID HEEL HOSIERY has set a new standard for style, fit, and durability.

Are you getting the share of this business that is rightly yours?

We are offering this new line in black, white and colors. Write for prices.

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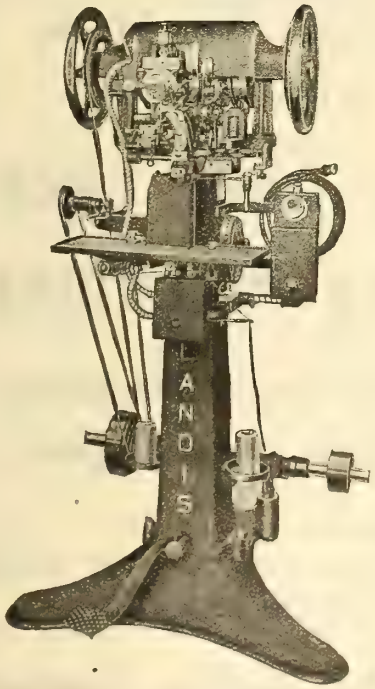

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Highest Quality.

Prompt Shipments.

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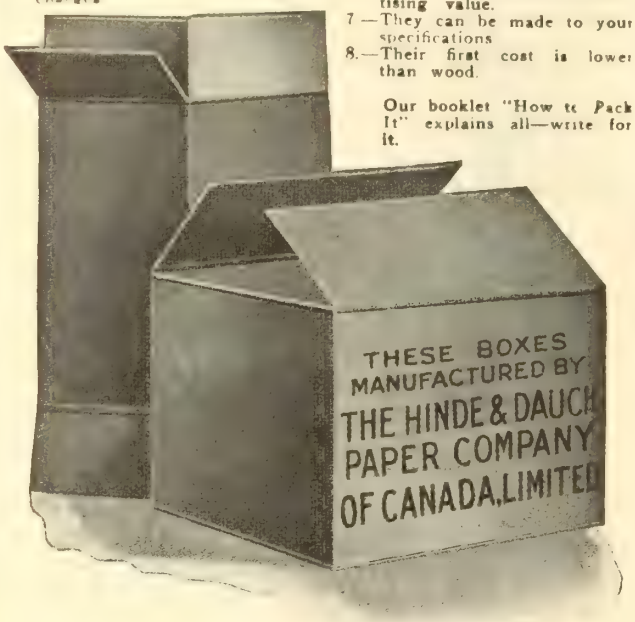

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TORONTO ONTARIO

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—ask for by this name

"LINCRAFT" is especially adaptable for use in retail shoe stores as wrapping paper. Its unusual strength enables lighter weights to be used and in this way it proves an economy.

"Lincraft" is obtainable in sheets or rolls, in all sizes. Complete stocks are always on hand ready for immediate shipment.

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MAKERS OF THE "PETERBORO" SHOE

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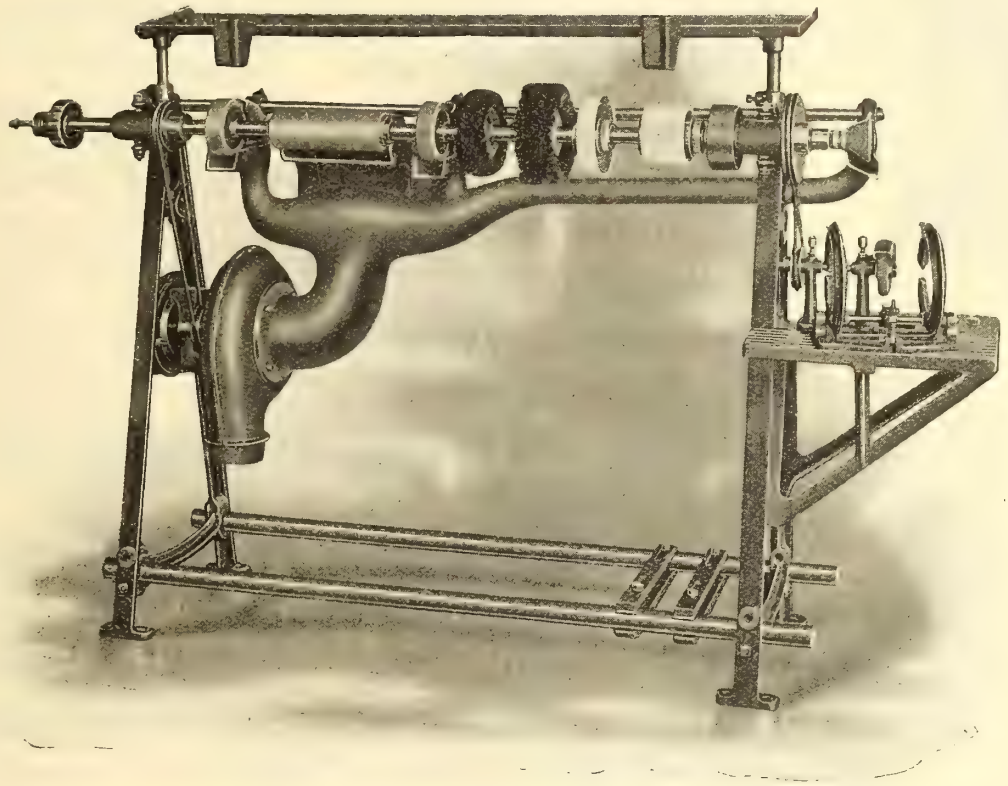
SMALL MACHINES
that are
BIG SAVERS OF LABOR



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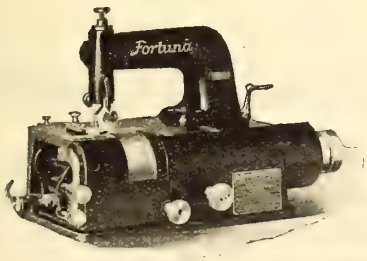

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SANDALS

Increase your turnover on sandals by offering to your trade what is recognized as the last word in this popular footwear — Humberstone NON-RIP Sandals.

They are proof against ripping.

Our 1923 samples are waiting for you.

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Brown
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HUMBERSTONE, ONT.

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We specialize in the manufacture of—

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In felt and broad cloth

Our prices are adjusted to meet replacement values, and we have produced a better gaiter at a lower price.

American Gaiter Mfg. Co., Ltd.

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DO NOT DELAY ANY LONGER

Ask us for prices on Snow-Shoes, Indian Slippers, Burnt and Hand-Painted Leather Goods, Boudoir Slippers, Moose, Elk, Cowhide, Buckskin and Horse-Hide Moccasins.

You surely won't be disappointed, as we have what you have been looking for and at prices to meet any competition.

These goods are genuine Indian Made, by Manufacturers of Huron Descent. As for the firm itself, enough will be to tell you that the sons are following the fathers' footsteps, established in 1878, and still going strong.

It Will Pay You to Investigate

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The Greatest Quality at Any Price

Genuine Indian-Made Slippers
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Tough Elk Work Mitts

These three lines are the leading products of the Holt, Renfrew Indian Factory at Loretteville. The prices at which our new lines for 1922 are offered will compare favourably with any, while the quality of both material and workmanship is supreme—just the sort of merchandise which has made the Holt, Renfrew reputation—the sort of merchandise which will do credit to your store.

Write us to-day and our salesman will call, or we will mail samples and price lists direct to you.

Holt, Renfrew & Co.

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Quebec, Que.

"GLOBE"
PILLOW WELT
AND
"BABY PILLOW WELT"
Shoes

The Only Genuine Goodyear Welt Shoes made with a

PILLOW WELT INSOLE

The trade of your Juvenile Department will be established on the paying basis of permanent progress if you carry the Globe lines,—for the reason that they combine the three essentials in the children's shoe, viz.,

Foot-Comfort, Durability, and Value

These shoes give the small foot an opportunity to grow, at the same time affording a good fit, ensuring reasonable wear, and presenting an attractive appearance.

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Carried in stock by Alfred Lambert, Inc., Montreal

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A certain well-known manufacturer of hand made turns, whose fame as a producer of superb footwear for the elite of Canada has spread from coast to coast, was asked the other day regarding his selection of materials. Concerning patent leather, he said, "In our work we can take no chances—we use only the best patent obtainable and that is supplied us by the A. R. Clarke Company."

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Mfd. by A. R. CLARKE & CO., LTD. Montreal TORONTO Winnipeg

Vol. XII No. 10 Toronto, October, 1922

Footwear in Canada

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"CLASSIC"

GETTY & SCOTT LIMITED · GALT, ONTARIO

A New PANTHER Heel with many advantages

The new Panther is a heel of style and quality with features which will appeal instantly to the trade. The fact that it can be quickly and neatly put on with a heeling machine, thus saving time and labor, will account for much of its popularity. That they will give excellent service is assured by the record Panther Heels have set up in the past. They are made in men's and women's in all sizes and colors.

PANCO

Panco, the new improved soling, is not a substitute for leather. It is guaranteed not to crack, break or stretch, and can be stitched the same as leather. It is also guaranteed to outlast two leather soles. Write for samples.

Prices Sent on Request

The PANTHER RUBBER CO. Ltd.

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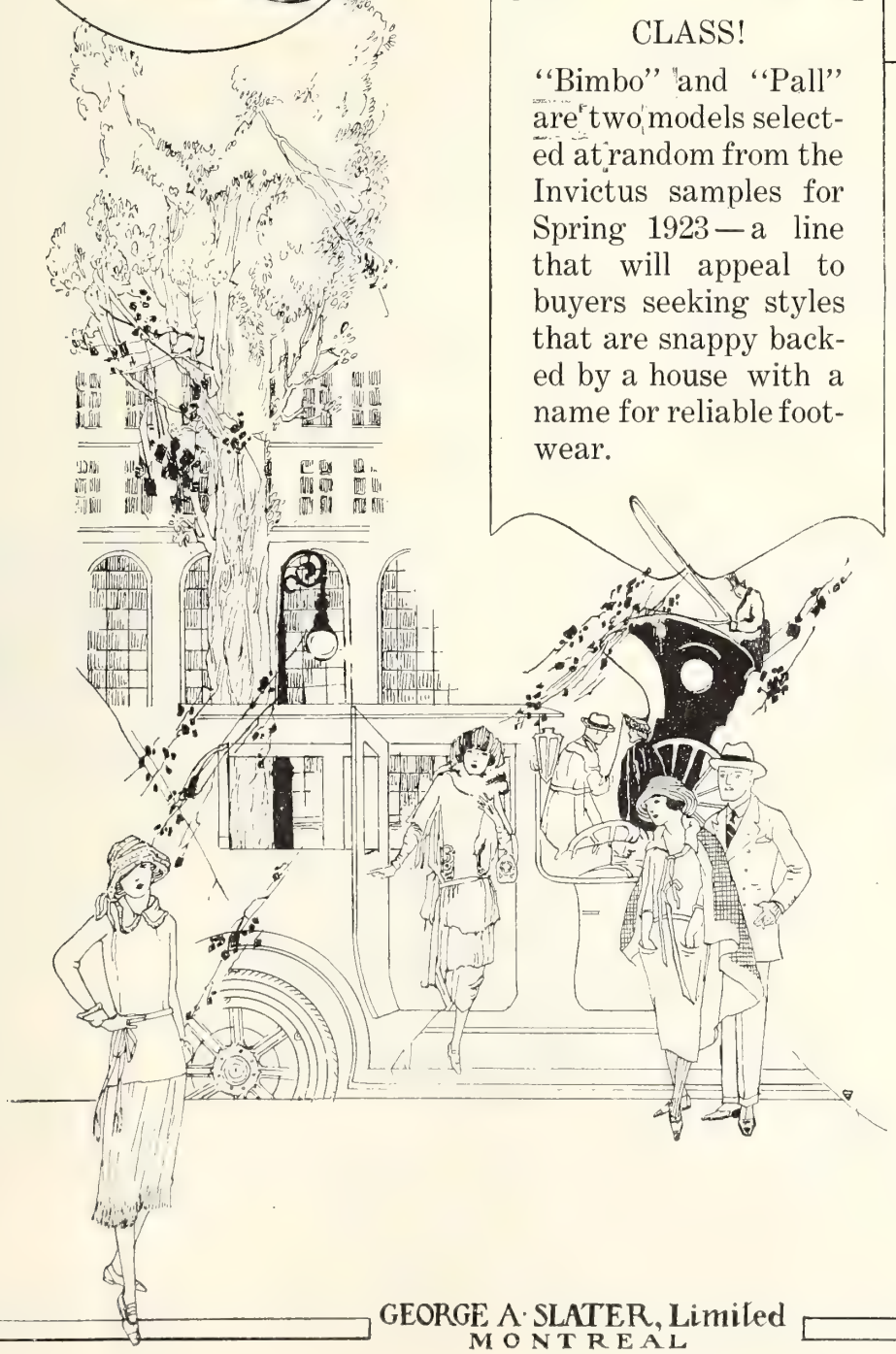
Invictus
THE BEST GOOD SHOE

CLASS!

"Bimbo" and "Pall" are two models selected at random from the Invictus samples for Spring 1923—a line that will appeal to buyers seeking styles that are snappy backed by a house with a name for reliable footwear.



373/45-Br. Willow Calf Slip Sole Bal. "Bimbo" Last.

387/128-Br. Willow Calf Saddle Oxford Single Sole. "Pall" last.

GEORGE A. SLATER, Limited
MONTREAL

Not the Cheapest but the Most for the Money

Eclipse footwear is not the cheapest on the market to buy, but thousands of parents would tell you that it is the cheapest to wear. That is the outstanding feature of Eclipse footwear—it is economical because it is a quality product through and through.

For school days and for hard winter wear there is nothing you could offer your trade that would give greater satisfaction. Besides being a sturdy footwear it is good looking and comfortable—ideal for Growing Girls, Youths, Little Gents, Misses and Children.

Fifty in-stock lines to choose from. McKays, Turns, and Cushion welts. Send for price list.

Kewpie Kewps for Kiddies

These are the flexible, cushion-soled, leather shoes that are built on a welt process to give the greatest amount of flexibility. A perfect cushion is obtained, soft and smooth, which is held in a positive position during the entire life of the shoe.

For children between the ages of 1 to 9 years there is nothing to equal Kewpie Kewps. Samples will convince you that they are the shoes for you to handle.

All staple numbers are in stock. Sample pairs furnished promptly.

Process fully protected by Patent No. 224015—1922.

All infringements will be vigorously prosecuted.

Infants' sizes 2-5 made with Chrome Tanned Elk Sole. Larger sizes with regular high grade Oak Sole Tannage.

Process fully protected by paten

The Galt Shoe Mfg. Company, Limited

Galt - Ontario

Manufacturers of Growing Girls', Youths', Little Gents', Misses', Children's and Infants' Shoes.
Permanent Sample Room, Toronto—Room 7C, Cosgrave Bldg., 167 Yonge St., Telephone Main 2250

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Ready For Immediate Delivery

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$2.60

No. 311—(Code "Anna") Women's Brown Kid Oxford, 12-8 Rubber Heel. B-C-D Widths $2.60

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No. 288—(Code "Connie") Women's Brown Russia Oxford, 12-8 Rubber Heel. B-C-D Widths. $2.60

No. 289—(Code "Doris") Women's Mahogany Russia Oxford, 12-8 Rubber Heel. B-C-D Widths. $2.60

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No. 124—(Code "Ellen") Women's Brown Russia Oxford, 10-8 Rubber Heel. B-C-D Widths. $2.60

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No. 759—(Code "Frances") Women's Mahogany Russia Oxford, 8-8 Rubber Heel. B-C-D Widths. $2.60

Terms 5%-10, 4%-30 **Case Lots 7%-10 Prox.**

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Shoes for Women and Children

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"Sane Styles and Sound Values"

Ivory Sole, Heel and Welting

VAUGHAN'S IVORY

THE SOLE THAT HAS MADE
WHITE SHOES STAPLE

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Tanneries at
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VAUGHAN'S IVORY sole leather is WHITE clear through. It is finished natural, it stays white, and there is nothing to crack or peel off.

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Sides	Heads	Toplifting	Ivory Fibre Board
Backs	Bellies	Cut Soles	Heeling
Bends	Shoulders	Welting	Offal

For every white shoe, a VAUGHAN'S IVORY SOLE

When ordering, specify VAUGHAN'S IVORY

GEO. C. VAUGHAN CO.

Tanneries at
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Styles that appeal to your popular priced trade

READY TO SHIP——————ALL GOODYEAR WELTS

This style made in leather as below described

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Black Kid Oxford $3.85

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Black Calf Oxford $4.25

No. 2895
Brown Calf Oxford $4.25

This style made in leather as below described

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Black Kid 1 Strap 2 Button $3.85

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Brown Calf 1 Strap 2 Button $4.35

No. 6018
Patent 1 Strap 2 Button, Dull calf top and strap $4.35

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This style made in leather as below described

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Black Kid 1 Strap 1 Button $3.85

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All lines put up in quick delivery packages of 12 pair lots in C or D widths 1/3, 1/3½, 1/4, 2/4½, 2/5, 2/5½, 1/6, 1/6½, 1/7

ORDER NOW **TERMS: NET 30 DAYS**

Perth Shoe Company Limited

Largest Manufacturers of Women's Welts Exclusively, in Canada

Perth, Ontario

The Spaulding Counter is a QUALITY Counter

Shoe manufacturers who have tried Spaulding's Fibre Counters know that "Spauldings" stand for Quality of the very highest degree.

Extreme care used in the manufacture of our own high grade fibreboard assures perfect fit, uniformity and dependability.

Write for samples or better still send us lasts you have difficulty in fitting and let us fit them free of charge with the correct Spaulding Fibre Counters.

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THE BEST *Everyday* SHOE

The Shoe for Men and Boys

When the highest grade materials and the finest workmanship are incorporated in a shoe the result is a product that is at once a sales and prestige builder.

Sisman's "Best Everyday" is that type of shoe.

Many leading jobbers are handling it. Many more undoubtedly should be. In which class are you?

If you do not handle "Best Everyday" we believe it is because you do not know of its merits.

And as samples would quickly clear up this point, why not write us today?

Men's eleven inch smooth elk blucher with chocolate elk trimming

Men's combination chocolate elk blucher, smoked elk trimming

THE
T. SISMAN SHOE COMPANY
LIMITED
AURORA ONTARIO

OUR INSTRUCTOR LAST—designed especially for the growing youth.

Foot comfort being the first consideration.

A Last which has a strong appeal, and will bring sure results.

Every progressive dealer should feature this last, shown in all leathers, sizes 11 to 2.

Ask your wholesaler about this line, or communicate with our office and we will advise you from whom you can get early delivery.

Tetrault Shoe Mfg. Co., Ltd.

Montreal, Que.

Largest Makers of Boots and Shoes in Canada

There is a persistent demand for a shoe built on an attractive Combination Last. We are confident that in the shoe illustrated above, you will agree that we have not only satisfied the need for combination fitting, but have also combined distinctiveness and comfort perfectly.

Ask your wholesaler to show you this particular last, featured in Black and Brown Kid, a most desirable shoe in any leather.

Tetrault Shoe Mfg. Co., Ltd.

Montreal, Que.

Largest Makers of Boots and Shoes in Canada

MUTUAL
BICHROMATES

THEIR QUALITY AND UNIFORMITY
IS KNOWN ALL OVER THE WORLD

"Mutualize Your Chrome Department"

MUTUAL CHEMICAL CO. OF AMERICA
NEW YORK

110 William Street
New York, N. Y.

The MINER RUBBER CO. Limited

Branches and Selling Agents

The J. Leckie Co., Limited	Vancouver, B. C.
The Miner Rubber Co., Limited	Calgary, Alta.
The Miner Rubber Co., Limited	Edmonton, Alta.
Congdon, Marsh Limited	Regina, Sask.
The Miner Rubber Co., Limited	Regina, Sask.
Congdon, Marsh Limited	Winnipeg, Man.
The Haileybury Wholesalers, Limited	Haileybury, Ont.
Coates, Burns & Wanless	London, Ont.
R. B. Griffith & Co.	Hamilton, Ont.
The Miner Rubber Co., Limited	Toronto, Ont.
The Miner Shoe Co., Limited	Ottawa, Ont.
The Miner Rubber Co., Limited	Ottawa, Ont.
The Miner Shoe Co., Limited	Montreal, Que.
The Miner Rubber Co., Limited	Montreal, Que.
The Miner Rubber Co., Limited	Quebec, Que.
H. S. Campbell	Fredericton, N. B.
The J. M. Humphrey Co., Limited	St. John, N. B.
The J. M. Humphrey Co., Limited	Sydney, C. B.
The Miner Rubber Co., Limited	Halifax, N. S.
R. T. Holman Limited	Summerside, P. E. I.

Miner's "Greyhounds"

look well, feel well, and the special pressure curing process makes them wear extra well.

"Greyhounds" will satisfy your customers and satisfied customers mean bigger business for you.

It is to your interest to place for Miner's "Greyhound" Tennis Shoes.

Our Growing Girls, Misses, and Childs lines are made with the same care and material as our woman's line.

Eureka Shoes

WHEN a range of footwear gains a place in the front rank in so short a time as did Eureka, there must be a good reason.

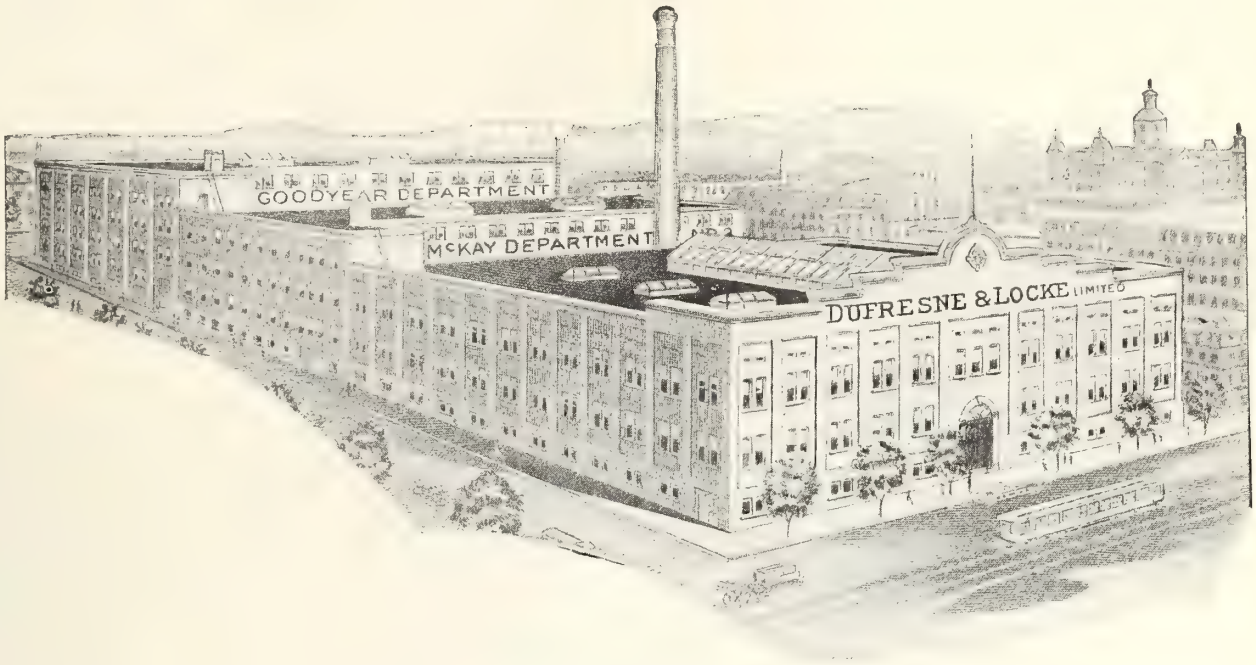
We like to believe—and many tell us that this is the reason—that it is because Eureka Shoes represent uncommonly good value; better than most in fact.

For the coming season, when value will be uppermost in most customers' minds we have gone further than ever before in an effort to give the greatest value.

The samples are well worth your inspection. They include Women's One, Two and Three Straps, Button and Buckles, Wide and Narrow Straps.

Eureka Shoe Company

Three Rivers



While offering style at our new figures it is a matter of honor with us to make the shoe honestly and well. Only continued production under high pressure makes these values possible.

Women's Patent, one-strap, beige buck quarter, two openings on quarter. Leather full Louis. Flexible McKay.

Welts, Turns, and McKays for men, women, and children.

DUFRESNE & LOCKE, LIMITED

MONTREAL, P. Q.

THE ARCH PRESERVER SHOE

The Arch Preserver Shoe has an anchored steel arch, anchored at heel and ball, and it supports the foot arch as nature intended it should be supported.

It "Keeps Good Feet Good," is not a freak shoe, but as dressy and stylish as any shoe in our line.

It is for sale in the best stores in the United States and Canada. It will build you a business and hold it for you.

Write us for Particulars

The Arch Preserver Shoe is made by us under special license from E. T. Wright & Co. Inc., Rockland, Mass.

The Talbot Shoe Co., Limited

St. Thomas - - - Ontario

A New Idea in Shoes that is 2000 years old

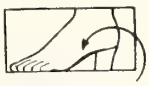
IN the days of old Rome the people wore sandals, designed primarily to support the foot as Nature requires. The sandal afforded a foot-length support, just like going "bare-footed." There is no record of foot weakness or discomfort in those early days.

But Civilization, in its eagerness to secure more stylish apparel, adopted the heel. This marked the end of the natural foot-length support. The foot arch was allowed to sag, subject to a constant strain. Today ninety percent of all women suffer with their feet largely because the arch is not properly supported as Nature planned.

The Arch Preserver Shoe—a new idea in shoes that is 2,000 years old—has revived the sandal comfort and healthfulness. Its concealed, built-in arch bridge gives the foot the same support as when walking "barefooted"—keeps the arch from sagging while the heel is raised from the ground—in the smartest shoes that Fashion knows.

Nature plans that the foot rest on heel, ball and outside *arch*.

Civilization demands that heel and arch be *raised*.



The Arch Preserver Shoe satisfies *both* Nature and Civilization.

The Arch Preserver Shoe is the *only* shoe of its kind because its distinctive construction is *patented*. To satisfy both Nature and Fashion you therefore must be sure that you are buying the genuine Arch Preserver. This trade-mark on the sole and lining is your guarantee.

ARCH PRESERVER SHOE
TRADE MARK REG. U.S. PAT. OFFICE
"KEEPS THE FOOT WELL"

Arch Preserver Boots and Low-Cuts are made for Women and Misses in all styles—and in all widths, AAAA to E. Sold by 2,000 dealers.

THE SELBY SHOE COMPANY
37 Gallia St., Portsmouth, Ohio
Makers of women's fine shoes for more than forty years.

THE ARCH PRESERVER SHOE

Dealers:

The Arch Preserver Shoe offers exceptional opportunities for business building, because it gives you the advantage of handling a line without serious competition. This is the shoe that during its six years of history has practically revolutionized the shoe industry.

Write for further information

The Selby Shoe Co.,
Portsmouth, Ohio, U.S.A.

OUR DISPLAY at the C. N. E.

was a means of making thousands better acquainted with our products. At this exhibition 86% of the shoe exhibitors were using our leathers.

SHEEPSKINS

for Shoes, Bags, Novelty Goods, etc. We are now headquarters for novelty lines for the slipper trade.

Our plant at Woodbridge is equipped in the most modern way to turn out leathers of the finest quality.

EDWARDS & EDWARDS LIMITED

HEAD OFFICE: 27 Front Street East, TORONTO
TANNERIES: WOODBRIDGE, ONTARIO

Quebec & Maritime Provinces—John McEntyre Limited, Montreal, Que. Fred Duftons, Western Ontario representative—Kitchener, Ont.

THE ROBSON LEATHER CO. LIMITED
HIGH GRADE SIDE LEATHER
OSHAWA CANADA

Black Beauty

The Canadian Patent De Luxe

Chrome Patent Sides

The Robson Leather Company
Limited
Oshawa · Canada

THE·ROBSON·LEATHER·CO·LIMITED
HIGH GRADE SIDE LEATHER
OSHAWA CANADA

Proof of Excellence

The Robson Leather Company
Limited
Oshawa · Canada

British Footwear Section

"Footgloves"

These flexible walking shoes for women are made in one of England's finest factories devoted exclusively to the production of high class women's footwear.

Displayed in your windows they could hardly fail to attract new business, and to make your store the favored shopping place of the best feminine trade.

Write for samples and prices direct to the manufacturers.

Newest Styles in Glace Kid Patent and Deer Skins in all shades

John Scott & Co. (STAFFORD) Ltd.
Footglove Factory
Stafford England

"Black Prince" and "Fair Maid"

The two super quality Footwears for ladies and gentlemen

Samples sent on receipt of usual trade references

Sole Proprietors:

E. C. Midgley & Sons, Limited
Wellington Street - Leeds, England

Representative: Mr. Frank Manley.

Winnipeg, Toronto, Calgary, Vancouver

Special Window Display of Hewetson's "First-Step" Baby Welts

Brighten Up Your Windows with the Hewetson Kiddie

You can make a distinct change in your windows by the very simple yet strikingly attractive window trims we have to offer you, showing the Hewetson Kiddie life size and the little alphabetical kiddies about ⅓ life size.

It is surprising how easy it is to let the days and weeks slip by without adding a new idea to a fellow's window. There always seems to be something else on hand, something to do, something else to plan or think about, doesn't there? Often a merchant hardly realizes when his window which looked bright and attractive when first put in, has lost its novelty and freshness. This is just a suggestive reminder. Let your next trim be a Hewetson trim. It's timely. And a display of children's shoes under the twinkling eye of the Hewetson Kiddie is an irresistible attraction—especially to women.

HEWETSON
SHOES FOR CHILDREN

"Made Stronger to Wear Longer"

J. W. Hewetson Company, Limited

Shoemakers to Children

Brampton, Ont. and Acton, Ont.

TRADE MARK REGISTERED

Satins and Seasonable Novelties

FOR IMMEDIATE DELIVERY

The exceptionally complete range of slippers listed below feature fashion's latest creations in Women's smart footwear for Fall and Winter trade.

The extraordinary demand we are having for these lines proves their popularity with the public and the extremely low prices at which we are offering them supplies the retailers' demand for quick selling, medium priced novelties that will allow a substantial margin of profit.

4124	Women's Patent Vamp, black brocaded quarter, 1 strap, French cord binding, covered Louis Heel (as cut).	$3.85
4127	Women's Patent Vamp, black brocaded quarter, 1 strap, French cord binding, covered 12/8 Sport Heel.	3.85
4125	Women's Patent Vamp, 1 strap, silver brocaded quarter, French cord binding, covered Louis Heel.	3.85
4128	Women's Patent Vamp, 1 strap, silver brocaded quarter, French cord binding, covered 12/8 Sport Heel.	3.85
4126	Women's Patent Vamp, 2 strap, black brocaded quarter, French cord binding, covered Louis Heel.	3.85
4123	Women's Patent Colonial, 1 strap, dull calf inlay in tongue, covered Louis Heel.	4.00
4136	Women's Patent Colonial, 1 strap, grey buck inlay in tongue, covered Louis Heel.	4.00
4120	Women's Grecian Colonial, 2 button, dull calf inlay in tongue, covered Louis Heel.	4.00
4121	Women's Grecian Colonial, 2 button, grey buck inlay in tongue, covered Louis Heel.	4.00
4122	Women's Patent Wish Bone strap, French cord binding, covered Louis Heel.	3.75
4135	Women's Patent 1 strap, 2 buttons, covered Louis Heel.	3.75
4117	Women's Silver Brocaded 1 strap, covered Louis Heel.	$3.75
4118	Women's Black Satin 1 strap, covered Louis Heel.	3.00
4119	Women's Black Satin 2 strap, covered Louis Heel.	3.00
4129	Women's Black Satin 1 strap, black brocaded quarter, covered Louis Heel (as cut).	3.75
4130	Women's Black Satin 2 strap, black brocaded quarter, covered Louis Heel.	3.75
4131	Women's Black Satin 1 strap, French cord binding, covered Louis Heel.	3.75
4133	Women's Black Satin 2 strap, French cord binding, covered Louis Heel.	3.75
4132	Women's Brown Satin 1 strap, French cord binding, covered Louis Heel.	3.75
4134	Women's Brown Satin 2 strap, French cord binding, covered Louis Heel.	3.75
4347	Women's White Satin 1 strap, 2 buttons, covered Louis Heel.	4.00
4348	Women's Black Satin Pump, covered Louis Heel.	4.00
4349	Women's White Satin Pump, covered Louis Heel.	4.00
4137	Women's Black Satin 1 strap, French Cord binding, Covered 12/8 Sport Heel.	3.75

ALL LINES SIZED $2\frac{1}{2}$ x 7

The Davies Footwear Company Limited

Wholesale Footwear

60 Front St., West **Toronto**

This Overall Maker Knew The Psychology of Sales

Recently a big overall manufacturer gave instructions that his bill boards should be placed, not where they would be seen by the men who wore overalls—along the country roads to be read by farmers, or in the industrial districts where workingmen would pass—but close to retail stores, for the effect on the retail dealers and their clerks.

He knew that the dealer is really the big factor in every merchandising effort. The recommendation of the man behind the counter goes a tremendously long way in making sales. The customer knows that this recommendation is based upon a much more thorough knowledge of merchandise and values than he or she can possibly possess, and in the vast majority of cases acts upon the advice of the trusted merchant or clerk.

Perhaps there is no single article sold in retail stores upon which the advice of the dealer is so frequently sought or so implicitly accepted as footwear.

Quality is so frequently sacrificed for appearance that the uninitiated buys blindly unless guided by the better knowledge of the honest dealer.

Get the dealer enthusiastically behind your product and satisfactory sales-volume follows. The way to engender this dealer enthusiasm is through intelligent personal effort by travellers who are themselves enthusiastic over the product they sell, and by means of consistent, striking, straight-forward advertising TO THE DEALER in such a well regarded dealer paper as "FOOTWEAR IN CANADA."

You cannot FORCE dealers by consumer advertising to enthuse over your product. You can, however, secure their co-operation by intelligent appeals to their merchandising instincts.

Hugh C. MacLean Publications

Electrical News
Canada Lumberman
Footwear in Canada
Canadian Woodworker
Western Contractor and Builder
Contract Record & Engineering Review
Commercial & Retail Merchants' Review
Furniture World
Western Lumberman
Western Coal Review

Head Office : 345 West Adelaide Street

Vancouver Chicago Toronto Montreal Winnipeg

The largest publishers of technical papers in the British Empire, printing in Toronto, Winnipeg and Vancouver. Proprietors of MacLean Building Reports Limited.

J. A. McLAREN
Company, Limited
Wholesale Shoe Distributors
TORONTO ONT.

—Where You Get What You Want When You Want It

"Service" is the basis upon which we solicit your business. No matter what the size of your order we give it the same prompt and careful attention accorded to all.

To do this we maintain a large warehouse and an efficient staff. In the warehouse are kept enough goods to meet any emergency, and the goods represent the pick of the market's offerings.

Our turnover being large these goods are consequently always fresh.

For the coming season we can confidently say that our stocks have never been so conspicuous for their quality and value. And it's going to mean better business for both of us.

Let us have your order early

Imperial

The shoe for women that rolls up new records season after season. We are featuring Walking Shoes in Straps and Oxfords with 11/8 to 13/8 Cuban Heels. Brown and Black calf and kid, calf and kid combinations.

Maple Leaf

For men and boys wanting a heavy shoe with lots of service nothing equals the popular Maple Leaf.

Little Canadian

This brand is almost too well known to need description. You know its reputation as a seller. It comes in medium and fine grades for misses and children.

J. A. McLaren Co., Limited

30 Front St. West, TORONTO

Specialties for Winter Assorting—Season 1922

Hockey Boots; Men's Fine Leather Slippers; Moose, Buck and Horsehide Moccasins; Sheepskin Moccasins, wool lined with and without leather soles; Lumbermen's Knit and Felt Socks; Oil Tan Packs; Men's and Women's Overgaiters; "INDEPENDENT" Rubber Co.'s Brands of Rubber Footwear—"KANTKRACK," "ROYAL," "DAINTY MODE," "VERIBEST," "DREADNAUGHT;" English Slippers in Felt, Velvet and Arctic Cloth; "Superior" brand Canadian-made heavy felts. Women's Light Felt Slippers in all colors; in "Juliet" and "Kozy" styles; fur and ribbon trimmed, with leather and "Kumfy" soles; high and low cut patterns.

BLUM'S
KREEP-A-WA
—TRADE MARK—

No. E194

A Popular Style in Stock

There Is Always A Best Way

One natural law is inflexible and needs no enforcement officers—"The survival of the fittest."

Of the many radically different and zealously championed lines of felt slippers being offered to the trade, only the best can survive. If, in your store, you will adopt slippers of the "KREEP-A-WA" quality, you can assure your customers of service and at the same time increase profit proportionately.

To eliminate the inferior and to choose a line of quality at a popular price is your biggest, your hardest problem. Our forty years of felt slipper knowledge built into "KREEEP-A-WA" can assist you in solving this problem.

Write us for catalog of Styles carried in stock for immediate shipment.

BLUM SHOE MFG. CO.

Dansville, New York

Staple Shoes for Family Trade

The honest value that is built into every pair of Williams shoes has placed them high in the esteem of dealers who sell staple lines. Every pair is a potential trade-builder for your store, possessing the qualities of serviceability and foot-comfort to an unusual degree. Cater to the family trade and ensure the lasting friendship of every customer by offering them the Williams shoe. Our new lines are proving particularly saleable.

Lines That Sell Well

Last 475—Growing Girls full fitting last, made in all high grade calf and dongola leathers. Goodyear Welts and McKay.

Send for Samples and Prices

Williams Shoe Limited

Brampton Ontario

Safe and

There is a spirit of refinement to certain lines of footwear which captures the attention of buyers. Frequently these shoes are in the ultra price class.

It has always been the high endeavor of J. A. & M. Cote to produce the spirit of refinement and class in footwear within the purse range of the average buyer.

Present day styles have offered us the opportunity to match our skill as artists and craftsmen against the productions of other organizations that build with care and pride.

No. 311 Women's and Growing Girls' McKay, Bal. made in Gunmetal Calf, Dongola, Mahogany Velour side or Patent vamp and dull top. Sizes 3-7.

La Compagnie J. A. & M. Cote

ST. HYACINTHE - QUEBEC

Popular Footwear

Reliable

Into every "Yamaska" shoe is built the carefully guarded reputation of the house of Cote. Into them goes the best of leathers and findings; the workmanship and style that make for ease, long life and foot satisfaction—and the little individual touches that set them apart and distinguish them from other shoes.

The boots and shoes in our new line are typical, "Yamaska" products. They're made right. They're priced right. They'll sell fast.

Make up that order and send it in today.

La Compagnie J. A. & M. Cote

ST. HYACINTHE - QUEBEC

AIRD & SON
REG.
MONTREAL

Sample No. **2014**
Col. Calf Oxford double sole welt half rubber heel

Here is a Good Fall Seller!

The shoe illustrated above is built on attractive lines, with a double sole and rubber heel. It cannot fail to be in demand this autumn.

It is just the line to show a customer looking for something different—something a little heavier—for Fall wear.

We have other superior models—all ready sellers. Now is the time to place your orders. The name DAOUST LALONDE is a guarantee of service and delivery.

We can make immediate delivery on this

DAOUST, LALONDE & CO., Ltd.

Montreal

BRANCH: The Metropolitan Shoe Co., 91 St. Paul Street East, MONTREAL

Tred Rite

SHOES FOR PROGRESSIVE DEALERS

Progressive dealers are taking advantage of the modern trend toward more hygienic footwear to feature Tred-Rite Shoes. The happy combination of smart appearance, quality, materials and a design that permits young feet to grow as nature intended, is proving irresistible. The workmanship is the best and their solid construction ensures long service. Every Tred-Rite Shoe is a genuine Goodyear Welt.

A New Boys Blucher Last

This new Blucher Last is destined to take its place as one of the most popular numbers in the entire Tred-Rite line. They are constructed to stand up under the hardest wear a growing boy can subject them to. Ask us for samples.

If you are not already familiar with the features which make Tred-Rite shoes so saleable, let us send samples and prices.

The Tred-Rite Shoe Company Limited

OTTERVILLE - ONTARIO

HUMBERSTONE
"Non-Rip" Sandals

Years of experience in the making of juvenile footwear have resulted in our producing Humberstone Non-Rip Sandals and the neat little Oxfords illustrated. The appreciation of this footwear which stands up under the hard usage of Young Canada is recorded in the heavy sales.

Humberstone Non-Rip Sandals are made of the strongest leather, carefully sewn and reinforced to prevent ripping. They are to be had in Black, Brown and Tan. Our 1923 samples are ready for your inspection. A card will bring full information.

Humberstone Shoe Co. Ltd.

Humberstone — Ontario

Window Displays That Advertise

CHRISTMAS
BACKGROUND SUGGESTIONS

Holiday Papers, Holly, Poinsettias, Baskets, Garlands, Borders, Price Tickets, Etc., Etc.

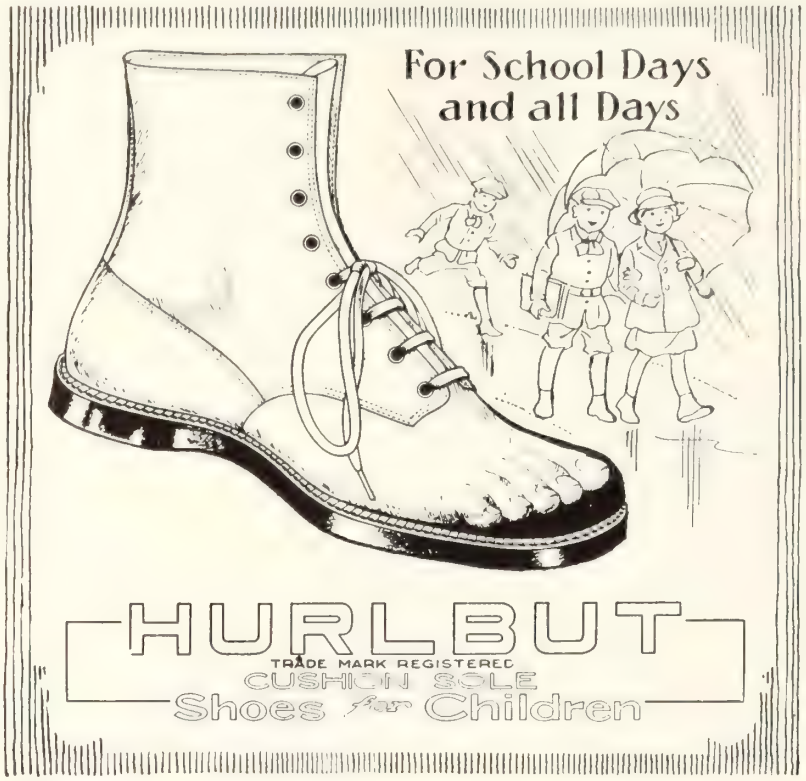
Everything for Your Windows

Let us help you make your Christmas Display a huge success

Catalogs ready for distribution.

Doty & Scrimgeour Sales Company Inc.

30 Reade Street - NEW YORK



Use Hurlbut Dealer Cuts for your local advertising.

LATE Autumn demands a child's shoe that will stand the rigour of winter weather without loss of comfort to the growing foot. Hurlbut construction leaves no room for argument as to the superiority of Hurlbut shoes on this point.

Get in line for your share of Hurlbut business. Our national advertising, and dealer co-operation will back you up.

Distributors

PHILIP JACOBI, 5 Wellington St. E., Toronto

REG. IN
KENDEX
CANADA

HEEL PADS
Kendex
Felt
Imitation Leather
backed with felt.

PIECE FELTS
For every purpose.

FELT TONGUE LINING
Stripped or by the piece

KENDEX—the premier material for Insoles, Sock linings and Heel pads. Insole stock any thickness desired in Oak color or White. Sock linings and Heel Pads in Oak color, Grey or White

KANEVA INSOLING

Plain or backed with felt for McKay work. Very flexible, unaffected by moisture and will outlast the shoe.

KENWORTHY BROS. of CANADA LIMITED
St. JOHNS, QUEBEC
Montreal Address: 224 Lemoine Street

THE "ARCHWAY"

THE Edwin Clapp SHOE
EAST WEYMOUTH MASS U.S.A.

The "Archway"

The Correct Corrective Shoe for Men—

Supports the arch and gives ample room for every toe, yet doesn't give even a hint of fallen arches or enlarged, tender joints.

Edwin Clapp & Son Inc.

EAST WEYMOUTH, MASS., U.S.A.

RHINESTONE and metal COLONIAL BUCKLES

No. 894

Rhinestone Shoe Ornaments.

Colonial, Side and Pin Designs.

Beaded Shoe Orna- Ornaments for Vamp, Strap, and Colonial Tongue Patterns.

Colonial Tongues for Plain Opera or One-Strap Pumps.

In Plain Leather or Fabric, Cut outs or inlays, Beige or Gray Suede.

Carried in stock by our Canadian Agents

COLONIAL TONGUES
For One Strap Pumps

No. 826/5

The Reynolds Company

509 Westminster St.
Providence Rhode Island

Canadian Selling Agents:
ROBT. RALSTON COMPANY
Hamilton - Ontario

Peter's Fine Footwear

Increases jobbers' sales, builds retailers' reputations and creates satisfied consumers.

J. R. EATON & SONS, LIMITED

BUILDERS SUPPLIES

DOORS SASH FRAMES

ORILLIA, CANADA.

May 9th, 1922.

Peter Braunstein, Esq.,
Shoe Manufacturer,
Montreal, Que.

Dear Sir:

When in the West recently I saw some of your shoes which are labelled "Solid as the Rock of Gibraltar" and which appeared to me to be a sensible last and well made. I was not able to buy from the dealer there as I did not know the sizes required for my children so the dealer gave me your address.

Will you please say whether you have anyone handling your shoes in Orillia and I will be obliged if you can let me have a copy of your catalogue so I can show him what I want.

Yours truly,

E. R. Eaton

ERE/R

PETER'S FOOTWEAR AS RELIABLE AS THE ROCK OF GIBRALTAR

TRADE MARK
REGD.

This letter came to me through the mails entirely unsolicited, and is a typical and striking example of how easily *"Peter's fine footwear"* sells to consumers of discernment, who appreciate both beauty and utility.

PETER BRAUNSTEIN

MONTREAL QUE.

Direct Ontario Representatives:—Messrs. Burrill & Langford, Fraser Bldg., 53 Queen St. OTTAWA

Ontario Jobbers:—Pearson Shoe Co. Ltd., 20 Wellington St. W., TORONTO

Carry in stock Peter's Branded Shoes of every description.

"Gutta Percha"

Outing Shoes

In the near future, you will have some interesting samples of "Gutta Percha" Outing Shoes shown you. Many improvements have been made in some of the old lines and many new styles have been added making "Gutta Percha" the most complete line of staple Canvas Shoes on the market.
Our New Catalogue is now being mailed to the trade—if you do not receive a copy apply to our nearest branch or to your Distributor.

Distributors:

W. B. HAMILTON SHOE CO., LTD.	Toronto, Ont.
GEO. E. BOULTER	Toronto, Ont.
POMER, WINEBERG & CO.	Toronto, Ont.
JOHN McPHERSON CO., LIMITED	Hamilton, Ont.
STERLING BROS., LIMITED	London, Ont.
FEDERAL SHOE CO.	Ottawa, Ont.
F. E. SMITH	Guelph, Ont.
HOLLINGER STORES, LIMITED	Timmins, Ont.
BIGNELL & KNOX	Montreal, Que.
RITZ SHOE CO.	Montreal, Que.
CANADA SHOE	Montreal Que.
J. H. LAROCHELLE & FILS, LIMITEE	Quebec, Que.
LA MAISON GIROUARD, LIMITEE	St. Hyacinthe, Que.
WATERBURY & RISING, LIMITED	St. John, N.B.
J. W. BOYER & CO.	Victoria, B.C.
ARCHIE McKILLOP	Calgary, Alta.
DOWLING SHOE CO.	Brandon, Man.
DAMER, LUMSDEN CO	Vancouver, B.C.

Gutta Percha & Rubber, Limited

Head Offices and Factories, Toronto

Branch Offices: Halifax, **Montre**al, Ottawa, Toronto, Fort William, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Lethbridge, Vancouver, Victoria, Hamilton, London.

As good as they look

---because made with

A.R.C. Brand Patent Leather

A few acres of Clarke's Patent Leather and showing over $30,000 worth of leather in process

CLARKE'S

YOU'VE noticed the strong tendency toward patent for the coming season—how are you meeting the situation?

If you are a retailer, are you specifying shoes made with Clarke's A.R.C. Brand? This leather which has held the premier place among patents for three quarters of a century has exclusive features that are worth your knowing.

It does not crack. It does not peel. It gives an unusual length of service. Above all it pleases your customers and that means repeat business.

IF YOU ARE A MANUFACTURER

you are anxious to give your trade the best goods and the greatest value. Clarke's A.R.C. Brand Patent Leather enables you to do both. It cuts easily, well and without waste and remains flexible and smart looking always.

Scores of manufacturers throughout the British Empire will use no other.

Samples gladly forwarded

A. R. Clarke & Company, Limited

Montreal Toronto Quebec

OMEMEE
Brand

"Packer" AND "Cordova" Dry Hide
OAK SOLE LEATHER

Sides
Crops
Backs
Bends
Shoulders
Bellies

The Omemee Tanning Co., Ltd. Head Office: **79 Front St., E., TORONTO**
Tannery: Omemee, Ont.

Select from the Distinctive Colors of
COLLIS CALF

They insure an attractive shoe, whether for men or women.
Collis Calf is a full grained upper leather with a quality and beauty of finish imparting a dignity and character to the shoe that compels the sale.
Made in all weights and grades, and including staple lines

SMOOTH, BOX, EYE BUCK
Black and Colors

The Collis Leather Co. Ltd.
Aurora, Ontario

IT'S HERE!

The Cossack Boot

IN STOCK

SIZES
2½ to 8
Packed 12 Pairs to Case

2.75
LIST PRICE

This (rubber) RUSSIAN BOOT is built especially for FALL, WINTER and SPRING wear, and is made to pull over any style of shoe.

It is extremely light in weight—White lining that will not soil the most expensive footwear.

The COSSACK BOOT wll be used extensively for—EVERYDAY WEAR in slush or rain—

WARMTH in COLD WEATHER for walking or motoring—THEATRES and DANCES.

BUILT for STYLE - COMFORT - WARMTH and HEALTH

Can you imagine a more practical Boot for Women?

THE RUSSIAN BOOT :-: IN RUBBER FOOTWEAR

D. D. Hawthorne & Company

Wholesale Dealers in: FINE BOOTS SHOES RUBBERS

TORONTO -- -- CANADA

Sole Distributors for Canada

DOMINION RUBBER SYSTEM
AND ASSOCIATED COMPANIES

Women's Excluders

Trade-winners for your Winter Trade

PAULA
4-buckle cashmerette

DELPHINE
5-buckle Jersey cloth

These staple lines combine comfort and dressy appearance for Winter wear. Thoughtful women will buy this sensible footwear in preference to the novelties that are a fad today and forgotten to-morrow.

Make sure your stock is complete with a well-assorted range of sizes. Your order to our nearest branch will receive prompt attention.

Dominion Rubber System Limited

Head Office - Montreal

This Welt shoe in Patent Leather with Suede Strap featuring the tongue pattern is typical of the grace and distinction which characterizes all Myles' footwear creations.

SEE THEM

Myles

Shoe Company
Limited TORONTO

Specials on Felt Footwear

Quick Action Recommended

Limited Stock in Some Numbers

In purchasing the Lennox Shoe Business the terms of sale made it possible for us to offer to our many friends, Felt Footwear at exceedingly attractive prices.

Men's Slippers from 50c. pair
Women's " 40c. "
Misses' & Children's Slippers 35c. pr.

Samples gladly sent on request

FRANCIS & DANE

Successors to J. Lennox & Co.

Selling Agents for

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The Rubber Footwear that Satisfies

Representatives

C. Legg, London and Western Ontario A. Robson, Niagara Falls to Windsor
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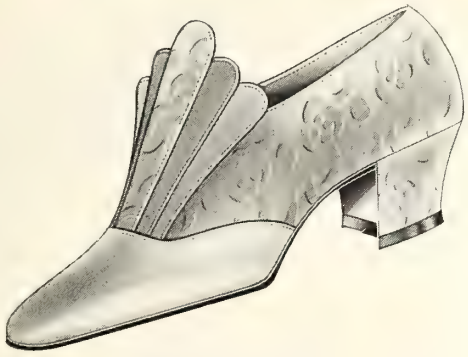
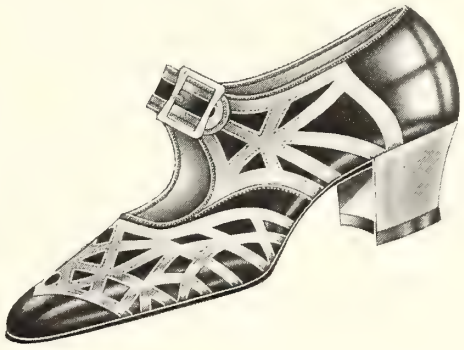


Yolanda Colonial



Canada

We are at present manufacturing high grade "Hand Made Turns".

Our many and varied lines are made in all kinds and shades of leather, satin and brocade.

We make all our own patterns and have many unique styles in the latest European and American designs.

La Gioconda Shoe Mf'g Co.

300 Beaudry Street — Montreal, P. Q.

Let These Shoes Increase Your Sales

No. 2410F
No. 2410F—Women's patent leather flexible McKay, 1 inch strap and buckle, 11/8 heel, kid lined, sizes 2½ to 7, D fitting $2.85
No. 2411F—Same stock in 1 inch strap, 1 button, similar style to No. 2404F. Flexible McKay, 2½ to 7, D fitting $2.85

No. 107F
No. 107F—Women's Brown Side Oxford, 11/8 heel, good weight sole, sizes 2½ to 7 $2.75
No. 126—Black Calf, sizes 2½ to 7 $2.75

No. 1310F
No. 1310F—Black Side Bal., single sole, Aero last, ½ rubber heel, Goodyear welt, 5½ to 10 D fitting $3.65
No. 1306F—Brown Side Bal., same as No. 1310F $3.75

SIX BIG SPECIALS

THE SMART-SET SHOE FOR WOMEN

Write or See Us for

Satin Slippers

12 Styles in Prices from $3.00 to $6.00

The Market's Latest

FOR MEN
THE DICTATOR SHOE

No. 129F
No. 129F—Women's Dongola, 2 strap, turn slipper, 12/8 Cuban heel, kid lined, 2½ to 7 ..... $3.50
No. 193F—Same Shoe in Jr. Louis heel, 2½ to 7 ..... $3.50
No. 256—Also in patent, sizes 2½ to 7 $3.50

No. 2401F
No. 2401F—High Class Patent, wide strap, Goodyear welt. The new 11/8 heel. The shoe much in demand. 2½ to 7, D width. Our newest last $3.95
No. 2402F—No. 1 Black Velour Calf, Goodyear welt, same design as No. 2401F, 11/8 heel 2½ to 7 D width $3.95
No. 2403F—No. 1 Brown Calf, wide strap and buckle, 11/8 heel, same design as No. 2401F, 2½ to 7 D width $3.95

No. 1303F
No. 1303F—Brown Side, Blucher, Goodyear Welt, Rover last, slip sole, Viscolized, ½ rubber heel. Our Big Special, 5½ to 10, E, fitting $3.85
No. 1309F—Same in Black Side Leather $3.75

Write, Wire or Phone TO-DAY

D. R. Feetham

WHOLESALE
BOOTS, SHOES & RUBBERS.

See our other lines

You'll be pleased with our service

ADELAIDE 5159

55 Bay Street, Toronto.

For Immediate Shipment

QUICK SERVICE

234. Davis Russia Calf Goodyear Welt $4.25
704. Black Kid Turn $3.75

We are featuring Satin one Strap Turn

Full Louis, cov. .. $4.75
Baby Louis, cov. .. 3.50
Cuban heel, cov. .. 3.50

501. Black Kid Ox. McKay ... $2.55
503. Brown Calf Ox. McKay ... 2.85

Nadia MADE IN CANADA

671. Patent Leather Grey Insert Covered heel. $3.60
732. Satin Colonial Covered Louis Turn, no cut out in Tongue. $5.50
These two numbers Nov 1 in-stock.

Adian Made in Canada

101. No. 1 Kid Oxford G.W. .. $4.35
104. No. 2 Kid Oxford G.W. .. 2.50
120. Russia Calf Oxford G.W. .. 4.25
116. Brown Kid Oxford G.W. .. 4.80

Every "Canadian Shoe Ltd" creation is just the right degree of style to please your exacting women customers. Care in workmanship, together with the use of honest materials, makes possible a shoe you will be proud to offer. These numbers exemplify the spirit of Fall. They are correct, timely in every detail, all solid, standard lines of high grade materials, and unsurpassed for fitting the feet.

118. Brown Calf Low heel G.W. $4.25
119. Black Calf Low heel G.W. 4.15

Samples Sent on Request

TERMS: Net 30 days

Special Discounts in Case Lots

CANADIAN SHOES LIMITED

122-130 Wellington Street West, Toronto

A Leader for the Coming Season

One of a number of handsome models we are sending out for the coming season. We believe they are the finest we have ever shown.

HARTT
GOLD MEDAL SHOES

SHOES

It is no mushroom popularity, springing up in a night, which Hartt Shoes enjoy among trade and public; but rather a friendship, deepening through years of consistent success in producing shoes of unusual quality and value at a moderate price. Salesmen are now offering our latest creations. Be sure to see them.

THE HARTT BOOT & SHOE CO., LIMITED

FREDERICTON, N.B.

"CANADA'S BEST SHOEMAKERS"

A Strikingly Handsome New Model

Not only in men's shoes, but also in ladies, the Hartt shoe holds supremacy in style.

HARTT
GOLD MEDAL SHOES

SHOES

The model shown above is one of the new Hartt creations that will fully maintain in popularity and sales the high quality of Hartt shoes. It has that indefinable charm that is only found in the products of "Canada's Best Shoemakers."

Such is the beauty and grace of the new numbers we are now showing that we confidently predict the breaking of all sales records.

THE HARTT BOOT & SHOE CO., LIMITED

FREDERICTON, N.B.

"CANADA'S BEST SHOEMAKERS"

"THE WEAR IS THERE"

IT is the consumer who is the final judge of leather. He is the one who must be pleased. But how?

Through service, every time. Give him a leather that will wear longer and you have made a permanent customer.

Longer wear is only obtained when the finest hides are used and the utmost care taken during the tanning process.

We have the facilities for assuring both these essentials, hence

"The Wear is There"

The Breithaupt Leather Co.

Limited

Manufacturers of "the Standard of Canadian Sole Leather"

Sales Offices:

KITCHENER TORONTO VANCOUVER MONTREAL QUEBEC

Tanneries at:

PENETANG HASTINGS KITCHENER WOODSTOCK BURK'S FALLS

Footwear in Canada

A National Journal of its Findings, Making and Sale, with a quality circulation—every reader a possible buyer.

Member Audit Bureau of Circulations

Published Monthly

Hugh C. MacLean Publications
LIMITED

THOMAS S. YOUNG, Managing Director

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

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NEW YORK		296 Broadway
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LONDON, ENG.		16 Regent Street S.W.

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Vol. 12 **October, 1922** **No. 10**

Footwear Industry to Convene in Montreal Next January

The stage is being set for a bumper convention of the shoe industry in Montreal next January. The plans provide that the whole trade will come together in one grand event to talk over common problems and promote their closer and more harmonious working relations.

The Shoe Manufacturers' Association of Canada will meet Jan. 15-16, probably in the Mount Royal Hotel. The National Shoe Retailers' Association will meet Jan. 16-17, also at the Mount Royal. The Wholesale Shoe Association of Canada will, it is expected, meet on Jan. 16 and at the same location—(This tentative arrangement has been approved by the president of the Wholesale Shoe Association and it remains for the executive of that organization to pass upon.)

The afternoon of Jan. 16th has been reserved for a grand joint session of the members of all three associations, and in the evening of the same day there will be a big banquet of the entire trade. The manufacturers will hold their separate business sessions on Jan. 15 and the morning of the 16th. The retailers will hold theirs on the morning of the 16th and on the 17th. The separate session of the Wholesale Association will probably be held on the morning of the 16th.

A joint committee of the retailers' and manufacturers' has been appointed in connection with the convention arrangements and representatives of the Wholesale Association will be added when the executive of the latter body has approved the plans for participation.

A Valuable Source of Merchandising Ideas

Many shoe merchants are strongly prejudiced against department stores—so much so that they will neither purchase any goods in them nor even enter their premises. This is carrying prejudice a little too far at the expense of wisdom. Whether a man makes any purchases in a department store or not is of course a personal matter with regard to which no one can quarrel with him, but the retailer who neglects to visit the department store in his town, or in other communities when he has the opportunity to do so, is overlooking a valuable source of merchandising ideas.

The individual dealer cannot hope, of course, to use just the same methods in the operation of his business as do these great big organizations, with capital and buying power many times greater than his, but at the same time he can learn a great deal from them. Their display methods, their advertising, their schemes for drawing the public within their gates, their various store systems for the promotion of efficiency—all these the shoe merchant may study to his own advantage.

Color Probabilities in Wearing Apparel

White is the basic color in wearing apparel for spring, with jewel colors for decoration, according to the forecast of the "Dry Goods Economist." This authority states that the free adoption of white may be looked for in cotton, silk and light-weight woolen fabrics, especially skirts to be worn in country clubs. Pearl gray will be next in line, it is said, while beige, also, is expected to carry over till spring.

Emerald heads the list of the decorative colors. Great variety is promised, however, and topaz yellow, ruby red, coral, amethyst, sapphire, turquoise, onyx, crystal, jade and gold, are all mentioned. It is evident that a strong vogue of jewellery is in prospect and any colors matching with jewels are considered as good for the decorative motifs of costumes.

Footwear fashions must, naturally, follow this trend, if it may be considered as assured. Of course there are many different methods of intepretation. Colonial pumps with jewelled buckles seem a likely feature. White, no doubt, will be strong, and the probabilities seem to be in favor of colored trimmings. White sport shoes, with a dash of color sparingly applied, might be a popular number.

Have You Joined Your Trade Organization

Have You a Plan of Campaign for the Winter Season's Business?

Preparedness Is the Watchword—Have Your Ammunition Ready Beforehand

An Analysis of the Merchandising Possibilities of the Coming Months

By A. E. EDGAR

Usually around the beginning of a selling season the shoe merchant resolves to "make things hum during the coming season." He means to do it but frequently fails because he does not lay out a definite plan to follow. A resolution to do something indicates the ambition behind the thought. A plan for it represents the idea properly worked out and ready for action.

All of the suggestions made here may not fit all stores, but every one of them may be adapted to the particular needs of any store. It is the writer's intention to present ideas that will be of value to every reader, rather than to record special methods that have contributed to the success of others under particular local conditions—but every suggestion is based upon a sound and practical selling plan that has been worked out and used by a successful shoe merchant somewhere.

Three Periods Requiring Different Tactics

The first thing to do in making a plan is to outline a rough draft of the possibilities of the season. Take the winter season as a whole. Is it not divisible into at least three periods that require distinctly different tactics to bring each to a successful conclusion? These are: (a) Early Winter period, (b) the Holiday period, and (c) the Clearance period. Quite obviously different methods of advertising are required to sell the goods during these different seasons. During the Early Winter Season, which in the milder parts of Canada might just as well be called the Fall Season, the advertising keynote must be "Style". The Holiday Season selling must have the "Gift" element largely predominant. The Clearance Season depends for its successful termination on "Price,' as the attraction.

Without changing the "keynote" of the advertising and selling plan for each period the merchant may make further logical subdivisions for the purpose of working out a more detailed scheme. The winter season may be divided thus:

October—Play Style—Strong Appeal to Youthful Element.

October—new styles for new weather conditions novelties for those who wish to follow the modes closely—particular styles to match up with newer apparel about to be, or already, purchastd—all styles for out-of-town customers who may be induced to come to the store while the roads are in good condition, etc. October is the "Harvest" month of the year. The decorations of the window, and, partly, the atmosphere of the advertising and selling talks may be made doubly effective by the close tying up of the "Harvest" idea with the selling campaign. An idea worth noting in connection with October selling is this—cater to the younger set of the adult population. They follow style in wearing apparel closer than the more mature. They wear more shoes because of their more active life. They require a wider range of shoes, and the wider the range can be extended the more pairs there will be sold.

November—Continue Style Appeal—And Push Seasonable Goods.

November—new styles, because there is yet a large unfilled market for the fashionable goods. The more stable styles may also be pushed successfully in November—the usual semi-annual purchase of shoes by the people who wear substantial qualities, but who do not rush for novelties because they have passed the period of their life where style is paramount. It must not be thought that style does not count here, for it does count a great deal, but quality and fit, comfort and good service count for more. Stress "quality" with "style" and advertise specific lines. Thanksgiving is now a November event, predominating in the mind of the public for the earlier part of the month. Use the Thanksgiving emotions of the public to tie-up the "new shoes now" idea. Everybody wants new shoes for Thanksgiving day.

December—Holiday Business—Gifts of Shoes and Hosiery.

December—the holiday month of the year, the merchant's best month of the business year. It is not our intention to make specific suggestions for carrying out winter plans during the holiday season. This will be given attention in "Footwear" next month. All holiday selling plans should be based on the desirability of giving shoes and hosiery as Christmas gifts.

It is well to keep looking ahead. Keep your eyes, ears and nose skinned for ideas that might be of value in boosting the Christmas trade. Get a note book to carry around with you, and every time you see anything that looks like a selling idea, nab it quick and get it in confinement between the covers of that notebook. You'll be surprised at the places where you'll discover merchandising plans in ambush. It may be in the theatre or at the rugby game, in the department store or out in the country—if you keep your nose working, you'll scent 'em from afar.

Analyze Your Stock and Your Clientele.

We have reached a point in our merchandising plans for the winter season when we may be more specific in the mention of lines to offer—and to push. It is not only desirable, but essential, to an even stock that every line be included in the sales of the season, presuming, of course, that the merchant has purchased a full stock for all departments. Too often this is overlooked by the shoe merchant. He will start his winter campaign on a "style" basis and continue it throughout the entire season, with little side-trips on the "holiday" gift line, then probably vainly offering "new styles" in January and February when the customer is looking for low prices. Often the selling efforts of the entire season are made on a favorite style or line, all others lagging because not properly brought forward in this season

The family shoe store stock may be divided into should have its chance to fulfil its proper functions the following different lines, every one of which in the stock:

Infants' shoes, with any specially trade-marked or nationally advertised line as the central point of attraction.

Children's shoes, including all shoes for boys and girls of very tender age.

Growing girls' shoes, both in misses' sizes and in women's.

Boys' shoes, including men's sizes worn by boys.

Women's shoes, including the various sub-divisions, such as street shoes, formal footwear, business women's shoes, old ladies' comfort shoes, house shoes, and others.

Men's shoes, including street and dress shoes, work shoes, house slippers, cushion soles, corrective footwear, etc.

With the variety indicated in the above classification, (and it could be extended into double or three times the number of classifications mentioned where a large business is done,) it is easily seen that it is almost an impossible task to tell which line to advertise on any given occasion. It is only by a close watch on the weather, on the social and business functions of the community, on the sports of the locality, and in fact a careful consideration of everything that indicates that a possible change in one's footwear is desirable, that the merchant can definitely decide when to advertise and particular line.

We have said that it is desirable to advertise specifically every line in the store in its own proper season. With the limitations that surround the average shoe merchant it will be impossible to do this, except by offering "types" which represent the full stock of any particular line.

It is very desirable to divide the effort towards getting business in each line, so that a maximum of results may be secured with a minimum of expense and effort. This can be done largely by advertising shoes in classes. For instance, take the women's line as an example. Here we have an opportunity to offer the following types of footwear, each of which really represents the entire women's line:

1. Street shoes; 2. Evening footwear; 3. Shoes for business wear; 4. Corrective shoes; 5. Comfort shoes; 6. House and bedroom footwear; 7. Sporting shoes including all shoes used in sports and outdoor activities; 8. Rubbers and goloshes.

By expressly advertising, offering and pushing any one of these types of women's shoes at any appropriate time we kill two birds with one stone. We advertise a type of footwear that is absolutely seasonable and timely, reaching all who are in the market for this type of shoe. We advertise the women's department of the shoe store at the same time, through its representative, the type being advertised, thus gaining a great deal of good general advertising for the department.

Who Is Your Competitor?

It is a mistake for the shoe merchant to consider his fellow merchants as his keenest competitors. They are not. The average woman in the United States and Canada spends $30 a year on shoes of all descriptions. She spends $70 a year on gloves, hose, ribbons, perfumes, cosmetics, etc. Two and a half times as much for these as for shoes. Who is the shoe merchant's competitor? She spends $50 for underwear of various kinds, and $150 for outer wear, including furs, etc. Is the shoe merchant a competitor of the shoe merchant? No, these other stores are his keenest competitors.

Eight different advertisements in eight different weeks on these eight different topics will produce much more business than a similar number of advertisements intended merely to boost the entire line in a general way.

Special Events That Offer Opportunities

If the offer of some particular type of shoe can be made in such a manner as to bring it within the scope of a "sale" or "special event" the advertising will be still more effective. For this reason, the plan for the season may include such events as the following: Foot Comfort Week; New Shoes Week; Formal Dress Week; Dress Up Week; Commencement Dance Week; Cinderella Day; New Customer's Week; Old Customer's Week; Children's Shoe Week; and others.

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Work With Your Fellow Shoemen, Not Against Them

Shoe merchants in every community should unite

to boost the wearing of more and better shoes. With few exceptions the merchants of any town or city may co-operate in having any of the previously mentioned events staged in the locality. When this is done it impresses the public with the importance of the event, and leads to a better knowledge of the merchandise being offered by the shoe stores. When a woman spends $70 for miscellaneous little things in her toilet and only $30 on shoes it is not hard to deduce the fact that the shoe merchants must do more and better advertising to gain, or even hold their own, against this kind of competition.

A merchandising plan that will include the advertising, display and selling of a shoe stock properly and appropriately offered at a seasonable and timely opportunity must be based upon the analysis of the stock, the public and the season, just as we have suggested in the foregoing. But it need not stop here. In fact this analysis of the merchandising possibilities is really the starting point. From this analysis the real plan must be prepared, and it is hardly a worth-while plan unless it is based on the analysis given here, or one made along similar lines.

Where the daily newspaper can be used it may be considered the most important medium. The same is probably true where the weekly paper may be used. But there are a number of ways in which the newspaper advertising can be made additionally effective, as well as ways of reaching possible customers who cannot be reached by the papers.

A successful advertising campaign was followed out in one shoe store the results of which surprised the merchant greatly. He and his clerks undertook to write personal letters to as many persons as possible during the season. As the name of a likely customer for any particular style of shoe came to mind a note was made of this. When not engaged in selling, or caring for stock, a personal letter was written about that particular shoe urging the customer to call and see it.

Over 50 Per Cent Results From This Advertising Scheme

All kinds of objections can be brought against such a plan. The clerks may be considered presumptious in selecting a style for the customer. The work is too tedious. It takes up too much time. It costs a lot for stationery and postage. No matter—it brought the business in such a volume that the merchant was satisfied.

It enabled the merchant to place before the prospective customer the possibility of satisfying a need at the time it was actually present in the mind. Every member of a dancing school was written to about evening slippers with a 50 per cent return on the letters. The girls in a high school class were written to about a certain line of sport shoes and 70 per cent purchased them. Business men who had never entered the store were reached and induced to pay a visit—and while there they purchased.

Circular letters cost practically as much as the individually written personal letters, except for the time required for writing them, and will not bring in even ten per cent direct results. They are too general to pull particular people. Personal letters are made as "personal" as possible and do pull.

When all Pull Together

The window, the newspaper advertising, the direct mail advertising and the salesmen should work so harmoniously together for the business that the cumulative effect should be great.

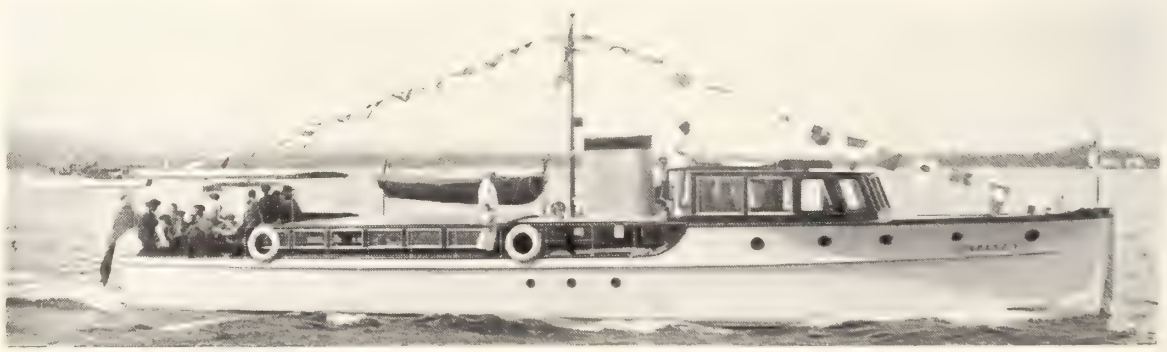
If the merchant has the stock that is wanted by the public it is necessary to tell them that he has it and offers it for sale. If he does this in a manner to make it appear an attractive offer the campaign will surely be a success.

Make a plan of the stock, analyze the needs of the customers of the community and then plan a way of telling these people that the needs can be supplied. That's a good merchandising plan for the coming winter season.

Joint Style Committee Meets

The joint style committee consisting of representatives of the retailers, wholesalers and manufacturers met in Montreal the week of Oct. 9. After making a careful survey of the situation, the committee issued the following statement:

"This committee believes that with increased business there will be a general return to conservative lines in footwear. For some time it will be necessary for manufacturers to make, and for merchants to purchase, novelty goods in moderate volume. Retailers are advised not to delay too long the purchase of staple lines for their spring requirements, but to exercise caution in buying shoes which may become slow sellers on account of style changes."



The latest of the famous Leopard fleet owned by Mr. "Grift" Clarke, of A. R. Clarke & Co.—Leopard VII

Strengthening of Hide Market Presages Resuscitation of Shoe Industry

Have we reached the bottom and are we now on the upgrade? Keen observers hesitate to be dogmatic about the situation, but the general feeling is that we have actually passed the crisis of the depression and can now look forward to a gradual improvement of conditions. In the shoe industry, strengthening of the raw materials market is unquestionably a favorable sign. It was there the danger signal heralding the coming decline was first set against the trade. That same signal now indicates that the track is again clear and that we may proceed with confidence, if with due caution, on our way toward a business revival.

In corroboration of the above, we may quote statements received from prominent tanners showing how costs and selling prices in their industries have been affected.

A Stiff Increase in Hides for Sole Leather

"In July 1921," says one of the largest Canadian tanners of sole leather, "we bought heavy native steers at 11 cents. In July of this year we paid the same packer for exactly the same article 17 cents. The same packer has just sold his September kill at 21½ cents. This really tells the whole story as far as hides are concerned. Sole leather from hides at 21½ cents per lb. will cost in the neighborhood of 47 cents, in sides, for tannery run, which is an advance of 10 cents per pound over sales made a month or so ago.

"Extracts have advanced in price during the last month about 12% to 15%. Coal is very hard to get, and, everything considered, there is certain to be a further advance in the price of sole leather.

"I would refer you to the statements I made to you some month ago regarding the situation. Our predictions have since been realized, but, even at that the market has turned out to be much stronger than we thought possible."

The tanner, whom we have quoted above, in writing to "Footwear" a year ago declared that the trend of sole leather prices must inevitably be upward. "Indications are that heavy gauge will be in very limited supply and in great demand during the next six months," he then said "and with these conditions prices are not likely long to remain at their present levels..... The position to-day is that stocks of leather, particularly heavy leather and extremely light leather for fine work, are low and current prices would not permit replacement of sales, whilst the coming season's trade will most certainly create a greatly increased demand. In face of these facts there cannot be any question as to what is the right policy to pursue by those either using or distributing sole leather. It is one of the best investments we know of to-day."

Events have proved that he was right.

In regard to the situation in kid leather, we have a brief comment by one of the largest manufacturers in that field.

"Goatskins," says this manufacturer, "such as are used for making good quality glazed kid have advanced about 33% since the beginning of last April. In some instances, particularly such skins as Chinas, Spanish, fine Chevrettes and Patnas have advanced to an even greater extent than this. Furthermore, raw goatskins are extremely scarce and difficult to get hold of. There is practically no spot material being offered and there does not seem to be the supply in the foreign markets that there used to be. This means that the price of glazed kid, especially good grades, will have to be advanced in order that tanners can operate with a normal profit. All selections of glazed kid, including medium and low grades, are now in good demand."

Side Leather Tanners' Costs on the Upgrade

In the other branches of the industry, the situation is practically the same. The side leather tanners point out, in justification of the rising tendency in their prices, that light native cows which are used for the manufacture of side leather have advanced during the last year from 12½ cents to 19 cents, and labor, while it has receeded slightly from the peak, is still 80% above the pre-war level.

General Tendency Toward Higher Level

From all these circumstances, there is only one conclusion that can be drawn, namely, that the upward trend has set in. There may be fluctuations, but the general tendency will be toward a higher and more prosperous level. The one danger that we see ahead, as we have urged in previous articles, is that some, in their anxiety to recuperate, may seek to take too sudden advantage of the improved situation by price increases. Any such policy will be very hurtful and is liable to create a reaction that will set us back many months in our progress toward a sound and profitable industrial activity.

The Arch-Preserver Shoe, Custom Last.
Made by Talbot Shoe Co.

Introducing the Tongue

In these three models they do it by way of the strap

Upper Left illustrates an interpretation of the mode by Myles Shoe Co.

Lower Left is a Getty & Scott offering

Above is a new design by Owens-Elmes Shoe Mfg. Co.

Some Possibilities of Co-ordination of Association Activities

To the Mutual Advantage of Manufacturers, Wholesalers and Retailers

By S. ROY WEAVER

Manager, Shoe Manufacturers' Assn. of Canada,
Manager, Wholesale Shoe Assn. of Canada,
Acting Secretary, N.S.R.A. of Canada.

Manufacturers, wholesalers and retailers have at least this one interest in common: to provide an uninterrupted supply of footwear to meet the people's need. Each of the three groups has an economic function in this connection which ought to be recognized by the other two. Public interests will suffer if any one of the three fail in the performance of such function. The distribution chain is no stronger than its weakest link. Any development which hampers the manufacturers by imposing upon them unfair burdens affects the wholesale and retail trade. The difficulties and problems of the wholesalers and retailers are also the difficulties and problems of the manufacturers. If the retail trade be not in a healthy condition, the manufacturing companies and wholesale supply houses suffer like depression. Inversely, it is impossible to conceive of prosperity for manufacturers and wholesalers, which does not start with prosperity for the retailers. What concerns one of the groups almost certainly concerns all. That statement appears to be axiomatic and yet its truth is not always recognized.

A Protective and Aggressive Trade Promotion "Alliance"

The maintenance of a continuous supply of footwear depends upon the maintenance of efficiency of manufacturers, wholesalers and retailers, and, for obvious economic reasons, the efficiency of these three distribution factors depends in large measure upon each factor receiving adequate—but not excessive—compensation for the service which it gives. In an economic sense, therefore, there is need for an effective policy of "Each for all and all for each,"—a protective and aggressive trade promotion "alliance" between the associations of manufacturers, wholesalers, and retailers.

Please note that the word "alliance" is qualified by the use of quotation marks. There is no suggestion of a combine, or even of a definite working arrangement which possibly might be understood as seeking unfair advantages at the expense of the public. Any one who knows conditions in the Canadian shoe trade will appreciate that such a suggestion would be not only impracticable but quite absurd. All that is proposed is closer co-ordination between the associations of shoe manufacturers, wholesalers and retailers, such co-operation to be built upon the following principles:

1. Recognition of the economic functions and economic necessity of the three elements in the distribution of footwear—manufacturers, wholesalers and retailers;
2. Recognition that each of these elements is entitled to reasonable compensation for the services which it gives;
3. Recognition that the interests of any one group are closely related to the interests of the other two and that any occasional differences amongst these groups must be settled on the basis of understanding and fair dealing.

Effective Co-operation Depends on Thorough Organization

Effective co-operation of the three groups will be possible only if each of such groups is well organized and has the support and confidence of a large majority of the trade which it professes to serve and represent. Each association must be in a position to express the views of that branch of the trade for which it speaks. Experience has shown that conditions are most satisfactory in those

fields in which there are active trade associations, and no one group should be fearful of successful organization of the other branches of the same trade.

Nor need there be fear that the interests of any one branch will suffer by such co-operation as is proposed. No one group can force its will upon the others, and even within any one association it is impossible to secure action unless the objective be clearly for the general advantage. Organized as they are on a National basis, with members operating under the varied conditions which obtain in the different parts of the Dominion, these Associations are forced to consider all interests before action is taken. Moreover, association action practically is limited to recommendations which must be followed up by educational work—sometimes greatly prolonged—before such recommendations are adopted by all. Unquestionably there are abundant safeguards against arbitrary measures in the shoe trade. Aside from such co-operative services as may be given, association work finds its greatest justification in that it brings the members into closer relationship, helping to a larger measure of understanding and encouraging and facilitating an exchange of opinions and experiences. If co-operation be desirable amongst competing members of the same association, surely the co-operation is desirable of associations of members with many interests in common.

Growing Appreciation of "Get-together" Policy

If it be granted that co-operation of the several associations in the shoe trade will be mutually advantageous, how is that co-operation to be effected and maintained? Matters of policy are involved in the answer to that question and such matters must be decided by the associations themselves. Opinion in the trade, however, has recognized the desirability of frequent meetings of the Executives of the three associations for a frank exchange of views, discussion of problems of common concern, and consideration of real or imagined grievances. Moreover, there appears to be recognition of the need of machinery by which such frequent meetings can be arranged at times most convenient to all, and by which information can be exchanged promptly. The trade papers have been an exceedingly important factor in bringing manufacturers, wholesalers and retailers into closer relationship. They deserve the continued support of the shoe trade. But their educational work can advantageously be supplemented by frequent meetings of manufacturers, wholesalers and retailers. A number of recent developments indicate a growing appreciation on the part of shoemen of the advantages of getting together. One of these is the invitation from the National Shoe Retailers' Association of Canada to The Shoe Manufacturers' Association of Canada to arrange for their annual conventions to be held in Montreal simultaneously with the retailers' convention, which will be held at the new Mount Royal Hotel, Montreal, January 16-17, 1923. Another has been the interest which was shown by wholesalers and retailers in the so-called "Shoe Style Show" at the Canadian National Exhibition. Some wholesalers and even a few retailers have expressed a desire to join with the manufacturers in a still larger exhibition to the public next year. A third has been the appointment of a Joint Style Committee with representation from all three branches of the shoe trade: such committee will hold its first meeting in Montreal about the middle of October. Committees of manufacturers and wholesalers have met on several occasions recently to discuss matters of common interest.

Co-operative Principles in Practice

It is not suggested that the conference method will eliminate all snags from the path of the shoemen. There is no promise of an early Shoe Trade Millenium. Even in such conferences or other meetings as may be held, there may not be the fullest confidence. It is true, nevertheless, that the community of interest and importance of co-operation have been emphasized by the difficulties of the past two years and that there is a genuine desire on the part of the three branches of the trade to work together more closely than in the past. The three associations now are employing the same secretarial staff. Under this arrangement facilities are provided for dealing promptly with any representations which may be made by one group or by a member of any one group. Meetings of the Executive Committees of the several associations can be so arranged as to facilitate co-operation. Moreover recommendations now are being prepared providing for a joint publicity service and for co-operation of the three associations in other ways.

A new Hartt Model. Black satin vamp, brocaded satin quarter, brocaded silver tongue, black ooze trimmings, 16/8 covered wood heel.

Women's welt one-strap in patent and suede with baby louis heel. Shown by the Perth Shoe Co.

Jupp, Fegan and party used every modern means of locomotion on their trip to England and the Continent. They flew across the Channel

Footwear Abroad—The Feet of Europeas Seen by Two Well-known Canadian Shoemen

Warren T. Fegan's Viewpoint

We certainly had a wonderful trip, and one that I shall never forget—but, at the same time, I must say that Canada never looked better to me than it does right now. In no other country that we visited, with the exception of Switzerland perhaps, did we see the same evidences of prosperity that we have here. Nor did we see shoes that looked to us the equal of our own Canadian product. The old lands can teach us many things, but it does not seem to me that they can teach us much, if anything, about how to make stylish, well-fitting footwear.

Canadian Shoe Stores Well-equipped by Comparison with those in Europe

Indeed, I might say that one of the things that struck us most forcibly was the number of ill-fitting shoes, and misshapen feet, that were to be seen on every hand. The laboring classes of the population apparently have no idea of caring for their feet properly. We saw them wearing makeshifts, which could only be called shoes by courtesy, with felt uppers and felt soles and just the thinnest possible outsole of leather. Can you imagine trying to navigate on the cobble stone pavements of the French and Belgian cities with this sort of foot covering? The results were of course evidenced in broken down arches, bunions and all manner of pedal deformities.

As far as I could see, also, the merchants over there were not equipped nearly as completely or as efficiently as we are for serving the public. Fitting, in the ordinary shoe store, is apparently considered neither an art nor a science, but a mere detail. When one sees a salesman sitting on his hunkers and using his knee for the purpose of fitting the shoe on the customer, one feels that the Canadian shoe merchant, by comparison, is not so very far behind the times.

The rubber footwear they sell over there, also, is not in the same class as the goods produced in Canada—not from my actual experience at any rate. When in Switzerland we had some rainy weather, and I went with my wife to a shoe store to secure a pair of rubbers for her. The retailer knew very little English, and I knew less French and so the transaction proved a little difficult. However, I managed to convey to him what was required, and he brought forth a pair of marvellous creations which were evidently supposed to be overshoes. They had, however, neither shape nor make, and were about as clumsy in appearance as anything you could set your eyes on. I registered decided disapproval, but the retailer did not appear to understand. Finally after much effort I made my meaning clear to him—but he merely shrugged his shoulders and intimated that he had nothing any different.

You see appearance in footwear doesn't seem to count for much over there, except with a very limited class. And, as a matter of fact, I can't say that I saw anything in shoe styles that appealed to me particularly. Of course, it is true that I wasn't looking for them. If I had gone over there with that in

view, no doubt I would have picked up some ideas worth bringing back.

In England, they make splendid shoes, but their ideas are rather different from ours, and what would be very popular over there, might not take here at all. For the most part, their shoes are heavier than ours, and perhaps, also, they are, on the whole, more sensible.

J. W. Jupp's Viewpoint

I did not set out for Europe to study shoes or shoe stores, but to get away from them for a spell. Nevertheless, a shoeman's eye, even when he is holidaying, can't miss feet. Automatically, and almost unconsciously, he sizes up any footwear that comes within his range of vision. So, while my acquaintance with the feet of Europe is of the most casual, I did gather some impressions which, I think, are interesting from the viewpoint of the Canadian shoeman.

Canadians Pay More Attention to their Footwear

It was rather a surprise to me, but all my observations lead to the conclusion that Canadians are vastly more particular about the appearance and fit of the shoes they wear than are the people of any of the countries I visited. Last Sunday as we watched the crowds out walking on the streets, my wife remarked to me, "Do you know, we haven't seen the graceful, trim-ankled, well-shod girls anywhere that we have here in Toronto"—which simply corroborated my own ideas on the matter.

Even in the centre of the fashionable world, Paris, I did not see styles in footwear that I considered would compare favorably with our own. The French ladies were wearing shoes on stubby lasts with high heels, and there was nothing which, if imported into Canada, would be likely to create any demand at the moment. Of course, one must take into consideration the differences in national temperament and tastes. What might look very good to my eye might not appeal to a Parisian at all. Also, I believe that we did not see the best that Paris could produce. The style depots that have made the city famous are exclusive to the last degree. Every Tom, Dick and Harry is not welcome within their sacred precincts. In fact, I understand that if you do not belong to the store's regular clientele you are not expected to visit it without an invitation. It is in such stores as these, in the Parisian drawing rooms, and in the fashionable clubs, that one should go to seek the real style of Paris. One does not find it roaming the streets.

Impressions of Belgium

This is just what strikes one on return to Canada from the other side of the Atlantic—that the **average** person is better shod and better dressed. In Belgium, the working classes of the population apparently have no regard for footwear whatsoever. Anything in the way of a covering that affords a measure of protection seems to meet their tastes. Its shape is of little import—whether the heel is at the front or the rear, or whether it has a heel at all or not, would not arouse any comment. Regardless of their ideas—or the lack of them—about the item of apparel which we have come to consider one of the most important, I might just say in passing that the Belgian workers are the most thrifty and industrious people I have ever seen anywhere, and such progress have they made in the work of reconstructing their devastated areas that to-day the scars of warfare have practically disappeared.

It was quite interesting when we were in Brussels to visit their street markets there. The thing that immediately caught my eye was the fact that they were selling shoes in the open stalls. They were fairly good shoes, but the method of selling them shows how foreign our ideas on merchandising are to those in Europe.

We spent a considerable time in England and Scotland and revelled in the beautiful countryside for which the old land is famous. One certainly cannot be too enthusiastic about the scenery over there. It is wonderful. Getting back to shoes, however, as I suppose I should when speaking to shoemen, I might say that the men's shoes made by the English manufacturers were more attractive to my Canadian eye than their women's shoes. Brogue types were common, and their footwear in general was heavier that what we wear in this country. The Scotch girls, we noticed, wore neat, well-fitting shoes that conformed to their costumes.

Style Depreciation Not so Serious in Old Lands

In one respect, at least, the shoe merchants on the Continent, and in England, also, seem to have an advantage over us Canadians. They are not troubled to nearly the same extent with stale styles. Over there, they have a certain element in the population who will pick up a shoe at a price, regardless of its style. It does not matter to them if the design is four or five years old, if the shoe itself is alright. In England, though fashion is of course quite a factor, people seem to wear their shoes consistently as long as their appearance and protective qualities are unimpaired. Consequently there is not the same big style depreciation and the same accumulation of obsolete lines,—and this is an advantage which probably more than makes up for any less rapid demand which may result from the same cause.

Strap-tongue pump. Shown by the Blachford Shoe Mfg. Co.

J. & T. Bell Model in patent and grey suede with Cuban heel. Note interesting inlay pattern

A Daoust-Lalonde model combining style and sturdiness.

A Blucher pattern shown by Hartt Boot & Shoe Co. Interest is added to this design by conservative use of perforation and stitchings.

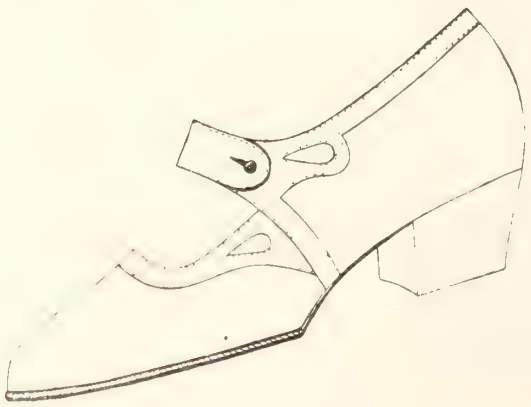
Two interesting selections from the latest offerings of the Corson Shoe Mfg. Co.

"Snap" in sensible lasts that fit the foot.

Sketches
from a designer's note book

A few, Illustrations of the Trend

as seen by
Gus Lossman
(United Last Co. Ltd.)



Mr. Shoe Merchant! Your Presence is Requested

"Montreal January 16-17-1923"

Let this be the slogan of every shoeman in Canada from now on. And remember—it will be your duty to attend the convention in Montreal in January next

As the trade already knows, what is expected to be the greatest convention of the National Shoe Retailers' Association of Canada in to be held in the new "Mount Royal Hotel."

It is to be a convention where the shoe man is going to learn how to handle his business better; where he will get ideas on store management, and pointers on the complex questions that are facing him at the present time.

It is the aim of our association to have all the allied branches of the shoe business in convention on the same dates. This will include the manufacturers, wholesalers, and travellers. What a grand array this will mean! Every branch of the shoe trade in Canada, in session to discuss how we can serve our customers better!

Then there will be corridors filled with samples—so that you can buy the lines you have been in doubt about. But right here let me warn you not to put off your spring buying until the convention, or you are not likely to get delivery on time). This feature will be worth coming for alone, as all the newest novelties will be displayed.

Our Program is going to be of a very high order and the program committee is now working hard to get speakers who will give the trade messages which they can take home and apply to their business. At this convention, let me say also, several new novelties will be introduced that are bound to prove interesting.

For your entertainment there will be luncheons and a monster banquet, with speakers to address you that will be worth coming a long way to hear.

Now this is just a short intimation of the good things in store; so again I say do not miss coming. Be sure and keep the dates open. It will be your duty to come, and your business demands that you attend the convention.

Remember—Montreal, January, 16-17 1923.

Yours Cordially
(Signed) E. A. Stephens,
President, N. S. R. A. of Canada

Some interesting selections from the lines of the Dominion Rubber System. The photograph above shows a women's Robin Hood with astrakhan cuff. The other three cuts show new leather trimmed lines as illustrated in the firm's 1923 catalogue—Centre, women's "Dakin;" lower left, men's "Colin;" lower right, women's "Vamp."

Children take as much pride in a fine pair of shoes as do the grown-ups. This youngster seems to be fairly well satisfied with himself and his Hurlbuts.

A neat oxford from the Ahrens line of children's footwear

Child's shoe, Goodyear Welt, made in calf, storm side and kip. Williams Shoe Ltd.

Another Ahrens oxford

Child's one-strap in patent. By Chas. A. Ahrens Ltd.

Women's 12" Mountain boot, made in storm side and storm kip. Williams Shoe Ltd.

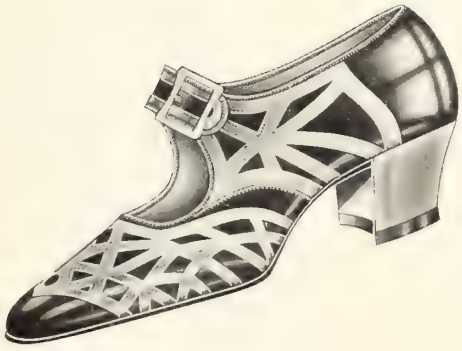
A sturdy staple. By T. Sisman Shoe Co.

Child's patent ankle-strap. By J. W. Hewetson Shoe Co.

Another representative of the Hewetson line

Patent one-strap with beige buck quarter. By Dufresne & Locke.

One - strap two - button, Goodyear welt. Shown by Canadian Shoes Ltd., in various combinations.



"Canada"—A hand-turned model by La Gioconda Shoe Mfg. Co.

Venetian Sandal, hand-turned. By La Gioconda Shoe Mfg. Co.

See 'em smiling! The Congdon-Marsh staff on their annual picnic, together with some young hopeful prospective members

New Sales Manager for Hurlbut Co.

In the person of Mr. G. W. Allen, who has recently become sales manager of the Hurlbut Co., the Canadian shoe industry acquires a well-known expert in the art of business building through modern advertising methods. Mr. Allen had been advertising manager for the Consumers' Gas Co., Toronto, for almost thirteen years, during which period the company has developed its activities to the point where it ranks as the largest Canadian gas producer.

For the last twenty-four years, Mr. Allen has been interested in gas and electrical development, but his interests have not been by any means confined to that field. All his life his energies and abilities have been devoted to the scientific use of publicity for the

Mr. G. W. Allen

development of industry, and his ideas and experience in dealing with this big problem are almost as wide as the advertising business itself.

To give the reader some conception of the versatility of this new personality in our industry, it may be pointed out that in addition to his advertising managership of the Consumers' Gas Co., Mr. Allen had been in charge of Personelle Administration with the same concern, secretary-treasurer of the Canadian Gas Association, secretary of the Industrial Relations Association (Toronto), Editor of the Intercolonial Gas Journal of Canada, Editor of "Congasco," the weekly employees' publication of the Consumers' Gas Co. In addition he is well-known as a speaker and lecturer, having spoken before many prominent associations on business subjects. His "Story of a Lump of Coal" is one of the most popular illustrated lectures, dealing with industrial production, that has ever been delivered in Canada. It has also had a wide circulation in the States.

Mr. Allen goes to the Hurlbut Co. with a big ideal of service. His aim will be the complete satisfaction of every dealer who handles, and every consumer who buys, Hurlbut shoes. "If any Canadian shoe retailer can show us any way in which we can improve our service to the trade and to the public, we want to hear about it and to put it into practice" —thus he sums up his attitude to the big job he has undertaken in the Canadian footwear industry.

Head of Sisman Shoe Co. Returns From European Trip

Mr. T. Sisman, head of the T. Sisman Shoe Co., Ltd., Aurora, Ont., who, with his two daughters, sailed for England on May 6 last, has recently returned and reports a most enjoyable holiday. When Mr. Sisman arrived in England he bought a car and he and his party motored 2,000 miles over the wonderful roads of the Old Land. They also toured France, Belgium and Italy, and visited the battlefields of the World War. The remarkable recovery of French agriculture in the former fighting area was a feature which greatly surprised Mr. Sisman, who paid his tribute to the industry and courage of the French farmers. One of the most delightful experiences was their visit to Florence, Naples and Rome.

Unfortunately, shortly after Mr. Sisman returned home he was taken ill and had to go into hospital. He is, however, his many friends in the trade will be glad to know, now fully recovered.

The Hurlbut Co. are offering something new and attractive in the way of a "dealer help." It takes the form of a little statuette, 2½ feet high, of a boy wearing Hurlbut shoes and is a good eye-catcher.

Silver Brocade One Strap, 15/8 Heel
By Gagnon, Lachapelle & Hebert

Patent Colonial One Button Matt Calf Tongue, 15/8 Heel
Gagnon, Lachapelle & Herbert

Women's Cossack Boot in rubber.
Shown by D. D. Hawthorne & Co.

McPherson Hockey Boot, with lightning hitch features
made in box kip

Popular Young Shoe Traveller Weds

Mr. Harold T. Fice better known to his wide circle of friends and acquaintances in the trade as "Hal"—is launching forth upon a voyage of discovery in unknown waters. It is an enterprise from which many men shrink, but he has a pilot aboard, in whom he has complete confidence.

In other words, he's getting married.

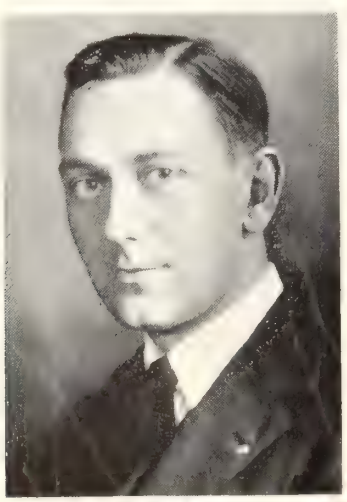
"Hal" doesn't need any introduction to shoemen in Toronto and the surrounding territory. He has been working on the Ontario representation for J. & T. Bell, Ltd., with his father, Mr. Chas. Fice, for several years and has made a host of friends who will wish him "godspeed" on his life's journey in double harness.

Mr. Harold T. Fice

The wedding took place on Oct. 19, the lady in the case being Miss Marjorie Heakes, daughter of Mr. Frank R. Heakes, of Toronto. Mr. and Mrs. Fice are making their honeymoon trip to Ottawa and points east.

A New In-stock Service

Canadian Shoes, Limited, as reorganized under the management of Mr. S. T. Stephens, represents a new venture in Canadian shoedom. The firm are seeking to meet a need which has been making itself keenly felt in the industry as a result of the difficult conditions of recent years, by offering the retailer dependable in-stock service on style footwear. The lines carried include popular up-to-the-minute novelties at moderate prices. They are leaving the "cheap" grades of shoes severely alone, Mr. Stephens states, and at the same time none of their lines are in the sky-high class.



Mr. S. T. Stephens

It will be recalled that Canadian Shoes, Limited, formerly operated a factory. Under the new management, however, the manufacturing end of the business has been dropped and the firm is now operating solely at wholesale.

The company has five travellers representing them on the road: Western Ontario, F. Rousseau; Toronto, J. McGinnis; Ottawa and District, J. Hamilton; Eastern and Northern Ontario, R. B. Young; Maritime Provinces, S. Clark.

Attractive New Up-town Store

J. M. Clyman and C. Axler, in partnership, have opened up in the retail shoe business at 1126 Bloor St., West, Toronto. They have installed a new front in the premises and have equipped them with attractive fixtures. Their business will be carried on under the firm name of "The Duane Shoe Store."

Mr J. M. Clyman

Both Mr. Clyman and Mr. Axler have had considerable experience in the retail shoe game. Mr. Clyman, previous to the present undertaking, had been five years with Bachrack Brothers, Toronto.

Shoe Store Specialty Co.

Shoe Store Specialty Company is the name of a new importing and distributing concern which has recently opened up in Toronto at 260 Yonge St. This firm will sell to the wholesale shoe findings trade, carrying a stock of popular lines in shoe findings and novelties. Here are a number of the firms whom they represent in Canada:—A. R. Anderson Co., Fit-all Shoe Trees; Chicago Brush Co., Brushes; Standard Products Co., Leatherized shoe laces; Bailey Rubber Heel Co., Non-slip rubber heels; Flexible Cork Product Co., fine grade insoles; Auburn Wood Heel Co., Wood Heels; Clarke Emerson Co., latest style of foot measurer; Crescent Braid Co., Premo Laces; Vogue Shoe Lace Co., fine wax tip Shoe Laces. They also carry Griffin Shoe Polishes.

Importance of Finish in the Repair Shop

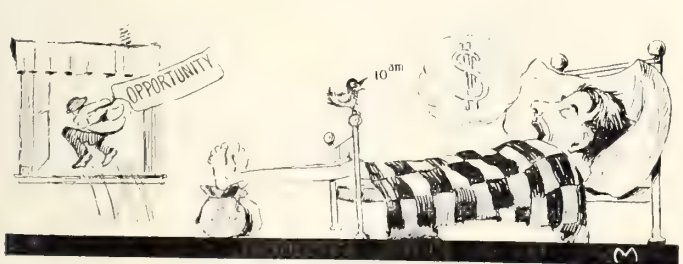
It's the Appearance of the Work You Turn out that Attracts the Better Class Trade

A great many repair men do not realize the importance of sending shoes from their shop "looking nice." It is his business not only to renew their wearing qualities but to renew their appearance. To-day the style idea has permeated nearly the entire community. There is no class or section that is not influenced by the appearance of merchandise, particularly in the case of wearing apparel, quite apart from its actual value from the viewpoint of utility. The shoe retailer to-day in buying his stock gives as much, or more, consideration to the selection of good-looking shoes as to the selection of good-wearing ones. There was a time when a shoe was good as long as it kept the foot off the ground and protected it from the elements. Not so to-day. With the average person the life of a shoe is the life of its looks.

There is a certain element in the community, of course, which is forced through pressure of conditions to wear their footwear as long as it holds together. That is a matter of necessity—not of choice. The shoe repair man will get this class of business—if he can keep his prices low enough so that it is cheaper to have the old shoes repaired than it is to pick up some sort of makeshift on the bargain counter of the department store, or the "manufacturers' outlet," of common or garden junk shop.

But this class of business is not the most profitable or satisfactory to handle. The field for the development of the repair business is not along that line, but through the people who want the appearance of their shoes attended to as well as their wearing life lengthened. The repairer should not only be a sewer of soles; he should be an expert in the care of footwear. Conditions have changed and he must change with them. The methods of yesterday will not meet the demands of to-day.

There is real scope for a shoe repairer, or shoe renewal, service, which will turn the shoes back to the customer like new. It is not only possible, but practicable, and feasible, for the repairer to equip himself to do this. He can adapt the methods of



Are you awake to the possibilities of attracting the high-class trade by improving the appearance of the shoes you handle?

finishing used in the factory to his own business, and help to renew the appearance of the shoe by the same means as it was originally produced.

And he should not confine his attention to finish of the bottom. Every shoe that leaves the shop should first be given the once-over. It should be brushed and cleaned carefully—then a coat of upper leather finish applied, and the shoe polished.

The Dying Shoemaker

"Dear Wife, I'm waxing near my end."
The dying cobbler said;
"Soon to an upper world my sole
Its lonely way must thread.
"I fear, indeed, I'm pegging out,
But, then, what boots it, love,
Here we have been a well-fitted pair,
And so we'll be above.
"My ills I know no drugs may heal,
So it's time that I prepare;
We can't run counter to our fate—
Just put a peg in there.
"The future need not give you pain,
I've left my awl to you,
For deep within my inner sole
I've known you to be true.
"I'll slipper away in peace," he sighed,
The strife will soon be past,"
His head fell back, he sweetly smiled,
And then he breathed his last.

—M. Ryan

Hints for Repairers

From "Shoe Repair Shop"

If you use a cheap grade of rubber cement and apply it by hand it will be more or less uneven and will result in raised edges, as there will be too much cement in one place and not enough in another and consequently it will not stick all the way.

* * *

Poor bottom finishing is often due to poor leveling or sanding, or poor rolls or brushes. The poor sanding may be caused by poor sandpaper, or sandpaper used too green, or that has been kept in a damp place. If the leveling has been done improperly and the bottom is full of lumps and hollows the sandpaper will not touch it all over. It will either leave untouched the low spots or take off the grain on the high places, leaving coarse looking spots when the sole is finished.

* * *

Nailing heel lifts call for a drive that will let the end of the nail come through next to the edge of the heel seat, thus closing the lifts against one another and overcoming the checking of heels. This is especially true of high heels, as the distance between the head of the nail and the point is further away and the greater number of lifts increases the danger of checking.

Brantford, Ontario, Oct. 12, 1922

To All Shoe Repairers Whom This Letter Reaches, Greetings——

Were you at the convention in Hamilton this summer? If you were absent you missed a lot. A great many good ideas were handed out and we know they are going to help all of us in the future.

Wouldn't it have been grand if four times the number had been present. That would mean so many more ideas to work on. The executive will soon be holding their first meeting for the coming convention here next summer.

Listen,—all you bright fellow craftsmen! Have you an idea for the benefit of the trade in general? If so, get your pen working. We would like all the ide as of the different masters in Ontario. It would be a great help for the executive to work on and help boost the Federation. Let's all get acquainted. Don't be backward. Get together and uphold the greatest movement this country has ever known for the benefit of shoe repairers.

Just stop and think what it all means.

Gentlemen, we can work wonders, if we will all get together and stay together for all time to come.

If there is no association in your city, get one going, and do it right now. Call a meeting in your city—you will be surprised to see how many will be there. That's the start, then keep it going. If you deem it necessary, the Federation Executive will gladly send a representative to speak on organization work, at your meeting: Or, if you wish for any pointers don't be afraid to ask—we will gladly tell you and help you in any way possible.

Come now all you fellows! Get busy and raise the standard of our industry to one of the most important of the Province. We've got the foundation. Now let's build the edifice—one that will be looked upon in generations to come, as one of the noblest..

It seems a long way off, but the sooner we unite, the shorter the cut we can take to the height of our ambitions—**Prosperity and Success.**

Don't think there is a certain clique running affairs. Get away from that idea. Let every man get out and do his share. Work together as one. Don't leave it for the other fellow to do and remember each of us has a big share to look after. Send your ideas to us and we assure you the executive will be pleased to go over them. Hundreds of men's good ideas are far superior to a few.

Now let them come. Think it over and keep Brantford in your mind for the next few months. Let's have the greatest convention ever held, so that we can reap the harvest of a great Federation. Now won't you do your best by letting us have your personal ideas for future reference.
Good-luck Brothers, you'll hear from us again.

Sincerely Yours

(Signed) Walt Stevens, Sec-Treas.
58 Market St.

(Signed) W. S. Pettit, President,
10 Market St., South

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

The Hurlbut Shoe Company announce that, beginning November, a complete line of Misses' sizes 11 to 2, in different widths, will be available. The company have been manufacturing these sizes in width C for several months, but the demand has been so great that they have now decided to extend the line to a number of widths.

The new U. S. import tariff leaves leather, and boots and shoes of leather, on the free list.

Thomas Stafford, an experienced shoemaker, has opened a well-equipped made-to-measure shoe store, with attractive fittings and waiting rooms. He caters both to the men's and women's trade, and also operates a repair department. His store is located at 376 St. Catherine St., West, Montreal.

Mr. K. M. Fraser, well-known to the shoe trade, through a connection of some twenty years, has recently opened a retail shoe store at 1921 Gerrard Street, E., Toronto, carrying a full line of everything in footwear.

St. Thomas, Ont., has an attractive new footwear establishment known as the Penhale Boot Shop. This store has been opened on Talbot Street by Mr. Mahlon Penhale, who has had several years' experience in the shoe business in the Dr. Reed Cushion Shoe Store in Detroit, in which city he had been residing previous to his coming to St. Thomas. Mr. Penhale has had his premises handsomely fitted out, the interior finish being in mahogany. A repair department is a service feature of the store.

Parker-Steel Shoes, Limited, has been incorporated, with headquarters at the town of Preston, Ont. The names of Samual H. Parker, Harry Steel and Geo. Fink are mentioned in connection with this enterprise.

J. W. Farnden, of Brantford, Ont., has opened a shoe store in Simcoe, Ont.

The tannery on Demers St., Quebec City, owned by Mr. Albert Racine, was recently destroyed by fire. The announcement is made that it is to be rebuilt at once.

Norman Morrison, Montreal representative of the Macfarlane Shoe Co., Ltd., reports business good and that their new line of children's goodyear welts, with cushion soles, is arousing considerable interest in the trade.

The Arrow Shoe Co. Ltd., Montreal, state that business is gradually improving and that the indications are that the shoe manufacturing industry is on the up-grade.

S. Thibaudeau, of St. Jerome, Que., has opened a store at 608 St. Catherine St., E., Montreal, under the firm name of Thibaudeau & Co. He is carrying shoes and men's furnishings.

Mr. J. Woods, formerly in business in Brantford, has opened a new Boot & Shoe Repair Shop in Norwich, Ont. Mr. Woods is a veteran of the South African Campaign and also one of the "Originals" in the late war. He looks forward to doing a good trade in Norwich.

S. T. Hull, a well-known shoe traveller, has recently purchased the retail boot store of John McCullough at 950 Bloor Street West, Toronto. He is carrying a full line of men's and womens' high class boots and shoes, and hosiery.

Geo. Cowling, the "Prairie ranger" for Getty & Scott, has set out on his fall trip, with the new Classic samples, which takes him from Winnipeg west through Alberta.

Fred Tomlin, a popular and valued member of the staff of D. D. Hawthorne & Co., was the recipent of a handsome presentation from his fellow-employees on the occasion of his leaving the company to take up other work. Mr. A. J. Tipping was spokesman for the staff. Mr. Tomlin has now gone into the automobile business with his brother in Toronto.

Clayton E. Hurlbut and Ralph Hurlbut, of the Hurlbut Co., Preston, Ont., are on a business trip to England.

The appointment is announced of Mr. Wiegand as general manager of the re-organized Ames Holden, McCready Ltd. Mr. Wiegand has been an executive of the company for over three years. He has a wide reputation as an expert in industrial chemistry and is the author of a number of scientific and technical papers on the production of rubber. He is chairman of the rubber division of the American society.

Frank Delafield, well-known travelling man, is now covering Northern Ontario for Charles A. Ahrens Ltd., Kitchener. This territory was formerly covered by the late George Ziegler.

J. V. Little, Stouffbridge, has recently opened a shoe store in that town. He will also carry men's furnishings and dry goods.

R. H. Anderson has opened a retail shoe store in Lindsay, Ont. Mr. Anderson previous to the war, operated a general store for a number of years, but at the outbreak of hostilities, he sold out and went overseas. Since his return, he has been on the road, and now goes into business on his own account.

John Jago is now representing D. R. Feetham in the North Country, and is making his home in North Bay. "Honest John" is not unknown in the shoe trade—and that's putting it mildly. He's got a reputation both as a salesman and a sportsman, and has been equally successful in catching big bass and big orders.

An interesting model from the Hurlbut line

The Ideal Shoe Repair Shop, Preston, has added to its equipment by the installation of a No. 12 Landis stitcher. It is now one of the most up-to-date shoe repair shops in the district.

W. E. French, recently opened a shoe repairing business in Lacombe, Alta., and it is his intention to stock leather and rubber footwear. Mr. French was previously in business for 3 years at Brooks, Alta.

Delber McFarland, of the McFarland Shoe Company, Edmonton, left for the East on September 20th on a

buying trip; he expected to be absent about three weeks.

The Ames Holden McCready Ltd., 221 7th Ave. West, Calgary, Mr. F. M. Logan, manager, are moving to more commodious premises at 303A and 305 7th Ave. W., Calgary. Mr. Logan joined the firm of James McCready Ltd., at Winnipeg, in 1906, and after five years continued with

Mr. F. M. Logan

the new firm of Ames, Holden McCready Ltd; he remained with the Winnipeg Branch until 1919, travelling Southern Manitoba and Southern Saskatchewan. In that year, he was transferred to Calgary to open the branch for his company. Previous to joining James McCready Ltd., Mr. Logan was with the Hudson's Bay Company in Winnipeg for a number of years.

G. T. Stoner recently opened a shoe repair shop at 930 12th Ave., Calgary, and has installed a finishing machine.

The Bensons Reliable Shoe Store, 430 Spadina Ave., Toronto, has moved to 322 College St., Toronto. They retail a complete line of everything in footwear.

Owing to the increasing business of the New System Shoe Repair Shop, they have removed to larger premises at 176 Avenue Road, where they have installed a more up-to-date finishing machine; they report business as being very good.

S. Thompson, formerly of Dufferin St., Toronto has recently opened a new store on Eglinton Ave. where he will not only carry on the repair business, but also retail all lines of boots and shoes.

W. G. Hounsell has recently opened an up-to-date shoe repairing store at 1438a 17th Ave. W., Calgary and has installed a "progressive" finishing machine, supplied by the Calgary Saddlery Company. Mr. Hounsell is also carrying a complete line of shoe findings and he tells us it is his intention to eventually put in a stock of boots and shoes and men's gloves and mitts. Mr. Hounsell was previously in business in Saskatoon for four years and in Wilkie, Sask., for ten years.

The trade will regret to learn of the bereavement of Messrs. C. E. & A. L. Wilson, of the Robert Wilson Shoe Store, Hamilton, through the death of their mother which occurred last month.

Charles A. Ahrens Ltd., Kitchener, Ont., have reason to congratulate themselves on the fact that they have again been awarded a diploma for their exhibit at the Western Fair, held in London, Ont.

London, Ont., Correspondence

Local shoe retailers and travellers state that owing to the unusually fine fall weather the movement of seasonable lines has been somewhat quiet. Business generally however, has been very fair and all agree that there is nothing much to kick about. Manufacturers are more optimistic than for some time and state that nice orders for later deliveries have been coming in steadily. They predict a very satisfactory showing generally at the end of the year and are of the opinion that figures will show a decided gain over those of the past couple of years.

Out in the country districts, the splendid crop returns are already beginning to show in larger purchases and inquiries received from country merchants indicate that buying is likely to be on a more extensive scale than formerly. There is still in some quarters, however, a tendency to buy carefully.

Most of the local retailers have been letting upon their advertising and attribute to this the rather steady business they have been securing.

Tom Montgomery of Ailsa Craig, Ont., has moved his repair shop to a new and larger store on Main St.

James Avison, of Aylmer, Ont., formerly with the Aylmer Shoe Co., is moving to Galt where he has accepted a position with the Getty Scott Co.

Thomas Stephens, of Langton, Ont., has purchased the business at Port Rowan, Ont., of J. W. Robinson & Son.

Ray Lynch, of Paterson Bros., Aylmer, Ont., has returned after spending a month at his home in Paris.

Rowland Hill of London, Ont., has returned after a most enjoyable trip to England where he spent two months.

Robertson's Shoe Store at Palmerston, Ont., recently won the first prize for the best dressed window in connection with a civic celebration. Mr. Robertson took as his basis a hunting window and made exceptionally good use of bright colored fall foliage, a rifle and hunting knife, shells and special hunting boots.

Maritime Notes

W. H. S. Cox, who for the past 20 years has been on the staff of the L. Higgins Co., of Moncton, N. B., is now with the Hartt Boot & Shoe Co., Fredericton, covering New Brunswick, Nova Scotia, and Prince Edward Island. Mr. Cox is no stranger on this territory and his many friends will wish him every success with his new line.

Business at the present time is quiet, and is attributed to the unusually fine fall weather, this locality enjoying finer weather than it has done all summer.

L. Urdang, who until recently has conducted a gent's furnishing and shoe store in St. John, N. B., has disposed of all his furnishings and is now devoting the whole of his time and space to the shoe business.

Obituary

The death is announced of Mr. Walter C. Powell, one of Toronto's prominent retail shoemen. The late Mr. Powell passed away on Oct. 10, following a brief illness—the result of shock from motor accident, combined with pneumonia. He was head of the Powell-Kelly Shoe Company.

The trade will learn with regret of the death of Hon. J. A. Stewart, presideent of the Perth Shoe Co.

Corrections

An item appeared in our last issue to the effect that Albert James Abernethy had bought out the interests of James Markey, in Brockville. This was an error. Mr. Markey opened up in Brockville in April of this year and is still located there.

Charles Loverin has opened a first class shoe store, known as the Loverin Cash Shoe Store, in Parrsboro, N. S. He was formerly manager for the firm of L. Higgins and Company, which position he resigned to commence business on his own account. An item in our last issue stated that Mr. Loverin was going on the road, representing the Talbot Shoe Co. This statement was an error.

B

"Elsie"
Strap Tongue Pump

This model is meeting with general approval throughout the trade and is recommended in :—

Patent Leather, Black Suede Inlay Tongue
Black Satin, Fancy Stitch Tongue
Brown Suede, Brown Satin Quarter and Inlay Tongue

Delivery Five Weeks *Order Now While It is New*

Blachford Shoe Manufacturing Company Limited
MAKERS OF
Onyx — Archgrip — Georgina
SHOES FOR WOMEN
90 TO 94 SHERBOURNE ST.
Toronto

"Regal"—achieved *by Performance*

The Latest Style Creations in Men's "Quality" Footwear

Style has always been a predominant feature of Regal shoes, yet in the lines we are showing for the present and coming season Corson designers seem to have outshone all their previous efforts.

As a style proposition, they are truly unique.

Style alone, however, would be a pretty poor foundation upon which to build business. Hence something more is built into Regal Shoes—the stamina to maintain that style throughout the life of the shoe, which only the best materials and the best workmanship can accomplish.

See the samples. That is the only way of obtaining a thorough appreciation of Regal superiority.

"ROB ROY"—the last word in a straight last, wide toe oxford.

Corson Shoe Mfg. Co., Ltd.

100 Sterling Road

Toronto

United Last Co. Open New Pattern Shop

In order to render the most prompt and complete service possible to Ontario shoe manufacturers, the United Last Co., Ltd., have extended their Toronto branch by the addition of a pattern shop. The shop is fully equipped with the most modern machinery for the production of shoe patterns and is manned by expert pattern-makers under the supervision of Mr. Gus Lossman.

Winnipeg Shoe Merchants Suffer Severe Loss

At 1.40 A. M. Monday the 11th of Sept., fire broke out in the basement of the Kennedy Building, Portage Ave., damaging the building and contents to an extent estimated at between $350,000.00 and $400,000.00. The building, a three storey brick structure, was occupied by about 20 tenants, all of whom suffered practically a total loss. The elevator operator who was acting as caretaker lost his life. The heaviest loser was John Affleck, President of the Yale Shoe Company and owner of the building. The Yale Shoe Co. carried a stock valued at $125,000.00, which was insured for $102,000.00. The building was fully insured.

It is understood that the conflagration started in the candy kitchen below the Crystal Palace Confectionery Store which is located next door to the Yale Shoe Store. The flames spread to the upper stories by way of the sky-light. Over 5 feet of water was poured into the basement by the firemen.

Mr. Affleck has 20 shoemakers at work fixing up the stock that was not totally destroyed and will be putting on a fire sale in the near future. In the meantime he has taken a temporary store on Portage Ave. and an office in the Builders Exchange Building, while the damage done to the Kennedy Building is being adjusted.

Another shoe merchant to suffer loss was Mr. Struthers, of the Portage Boot Shop, located in the same block, most of the damage in this case being done by smoke and water. A few days after the fire Mr. Struthers had his store in order and held a fire sale, which attracted large crowds, in fact crowds were standing outside the doors in large numbers waiting their turn to gain entrance to the store; this lasted for several days. Mr. Struthers has now resumed his business in a normal way.

Peter Chouinard Joins Dufresne & Locke

Mr. Peter Chouinard, who was formerly with the Regina Shoe and who is well-known throughout the trade as a style expert, has become connected with Dufresne & Locke in the capacity of style and sales manager. "Peter" has a reputation for picking the lucky numbers and with his style judgment backed by one of the best equipped and organized of Canada's shoe factories, the retail trade may expect big things from Dufresne & Locke during the coming season.

Mr. Peter Chouinard

The Dominion Rubber System had a model shoe store at the Canadian National Exhibition which was a centre of interest for footwear men

Footwear Accessories
Hosiery ~ Findings ~ Store Equipment

Hosiery Dept. is Valuable Asset to Hartt Store, Montreal

The value of a hosiery department may be regarded by the shoe retailer from a twofold aspect—in the first place it increases the turnover and the profit, and in the second place it gives a service to the customer which is appreciated and which is calculated to retain the customer's goodwill. The public demand for service is increasing, and the retailer who responds to that demand and goes outside his immediate circle to give it, is the man who, all other things considered, will obtain the business.

The experiences of the Hartt Boot & Shoe Company's store, St. Catherine St. W., Montreal, shows that a hosiery department can be conducted on lines which fulfill the conditions referred to. Mr. R. H. MacLean, the manager, states that the store carries a stock of the better grades of silk hosiery, samples of which are displayed in the front portion of the store in the ladies' shoe section, where they are likely to at once catch the eye. Besides this, hosiery is occasionally shown in the windows, together with shoes, to exemplify the matching of both goods.

Matching Shoes With Hose

The stock carried is selected with a view to matching the leathers of the shoes. Many ladies ask to be shown hosiery which will match the shoes, and in other cases the sales force suggest that hosiery is required—a suggestion which often leads to sales. From the customer's viewpoint, the advantage of a hosiery department is that it saves time and trouble in shopping elsewhere in order to obtain stockings which will go with the shoes—journeys which may in the end prove fruitless. Naturally customers are desirous of being saved such trouble. Occasionally customers state that they bought their hosiery at the store on a previous occasion, and desire to inspect further goods—an indication that the department has been appreciated, and that it has been a factor in retaining trade. The sales of hosiery, Mr. Maclean states, are increasing, and in his opinion the department is a valuable section of the store, considered especially from the standpoint of service. The store is sometimes requested to get a particular shade of stockings, should this not be in stock.

There is every reason why a shoe retailer should regard a hosiery department as a valuable part of his business. Shoes and stockings, naturally, go together, and the fact that some retailers are finding it profitable is an incentive for others not to overlook the possibilities of this section.

Findings a Source of Profit

The Hartt Boot and Shoe store carry a considerable stock of findings. These are displayed in two cabinets built in on either side of the store. A large variety of dressings, including Griffin polishes, are shown, and the turnover runs into quite a figure. Scholl's foot specialities are also stocked.

Customers are advised to get their shoes shined before wearing them, and this can be done immediately as the store has two chairs located at the right hand side, near the entrance. It is of great service to lady customers, especially now that suede shoes are in vogue. Mr. Maclean states that it has proved of immense value to the store in relation to the sale of findings, and that it could not be dispensed with. One of the most useful departments of this section is the tinting in colors of ladies' white shoes to match their dresses.

The Effect of Changing Skirt Lengths on Silk Hosiery Sales

Short skirts and low shoes have been responsible for the greatly increased popularity of silk hosiery. Even girls of very modest financial resources have aspired to enter the silk-clad ankle class. One result of this has been the greatly increased sales of boot-silk hose—that is stockings with a boot of silk up to about the knees and a cotton top. In many instances in the endeavor to meet the demands of those who want silk goods at low prices, hose has been produced with very short "boots." Working girls have worn their "silk hose" and their short skirts, with the top of the "boot" not quite reaching the hem of the skirt, thus bringing the cotton top into view. The effect has not been artistic, to say the least of it.

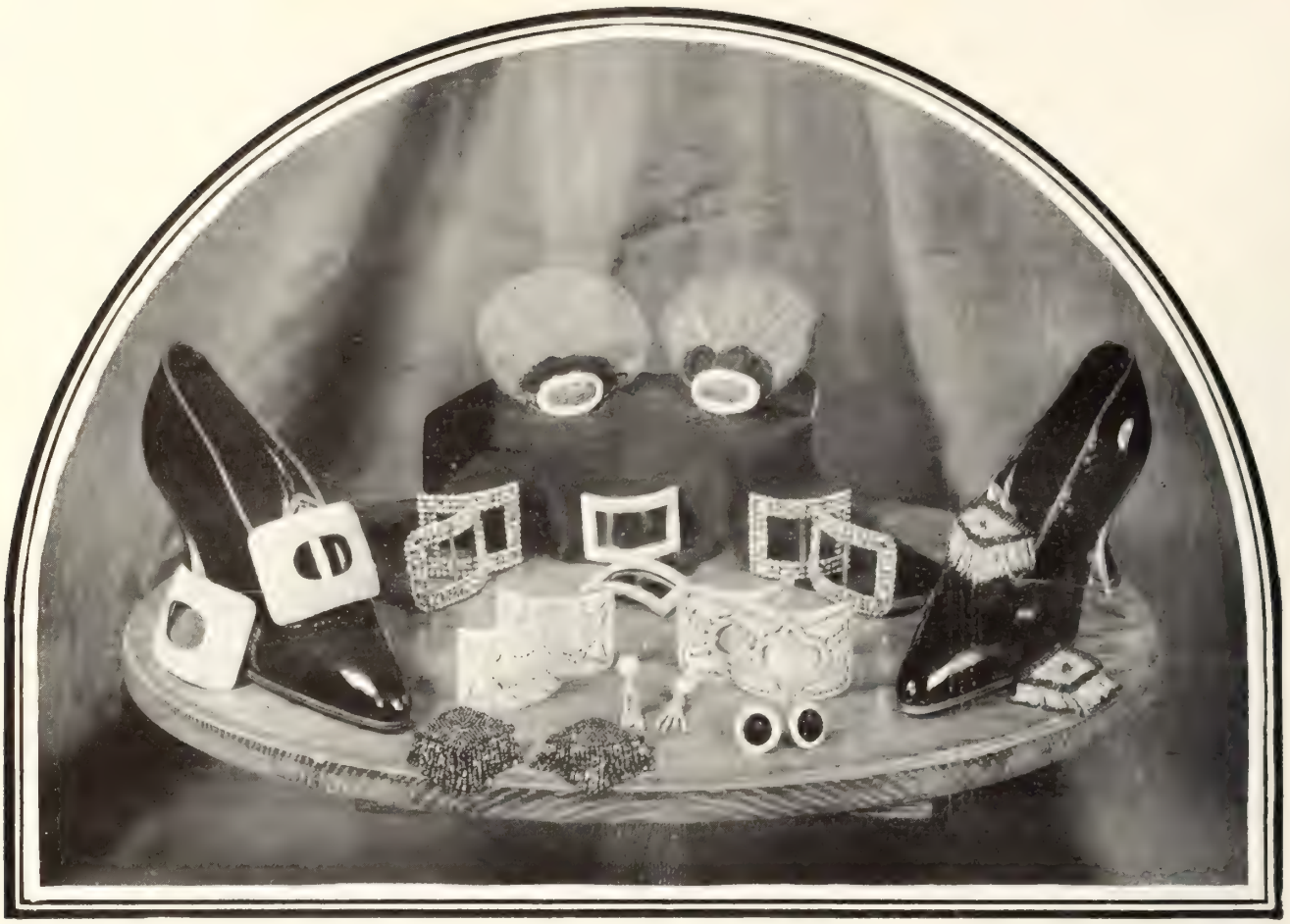
Now the tendency toward longer skirts is becoming quite pronounced in the larger cities, at any rate, and the question is being asked as to whether this will affect unfavorably the sale of silk hose. It does not seem at all likely. The skirt is not yet reaching the shoe top, and we have our doubts as to whether it will during this generation, except where high-cuts are worn. And the adoption of the longer skirt is not general, so far. One sees it worn mostly by the young matron, and, of course, the older women. The girls are not wearing them, and it is questionable how many of them will. One thing seems to be certain, namely, that hobble or street sweeping varieties of garments will be absolutely taboo for outdoor wear by the younger element. Having once tasted freedom from the idiosyncracies of fashion, they will not return to the former bondage.

The deduction from these facts is that silk hosiery will continue in popularity. There is the possibility that high cut walking boots may again appear, but

(Continued on page 88)

Hosiery courtesy Owens-Elmes, Ltd.

A pleasing selection of fall hosiery lines from a high-grade stock. Heather, beige and sand shades are prominent. Note the different interesting ribbed effects and clockings. The two black silk stockings on the forms show particularly attractive open-work designs.



Hosiery courtesy Owens-Elmes, Ltd.

$300.00 Worth of Shoe Ornaments

Fancy buckles are likely to be a strong feature this fall. The three pairs of large rhinestone buckles shown in this group were imported from France. One pair cost $75.00

Have you thought what splendid window display material shoe ornaments make?

Monarch-Knit
Silk Hosiery
For Women and Men

The ideal range for shoe merchants because the exceptional values assure easy sales at good profits and the superior quality assures satisfied customers. If you are not selling Monarch-Knit Hosiery you are missing an excellent opportunity to get extra sales and profits. Write us for samples and prices of our Numbers 412 and 485 for women, and Numbers 500 and 420 for men.

The Monarch Knitting Co., Limited

Head Office: Dunnville, Ont.

Factories: Dunnville St. Catharines and St. Thomas, Ont.

Branch Warehouses:

Toronto
Ogilvie Bldg.
Bay & Wellington Sts.

Montreal
Dubrule Bldg.
Phillips Square

Vancouver
408-409
Mercantile Block

The Effect of Changing Skirt Lengths on Silk Hosiery Sales

(Continued from page 81)

it is not at all likely that they will supersede the neater low-cuts. They will be used temporarily to restore the neatness of the ankles and for protection. They may be used in severe weather and for the purpose of preserving and restoring the trimness of the ankle—but it is not to be feared that they will, for any protracted period, conceal the charms of a shapely shank.

Active Demand for Shoe Ornaments

Manufacturers of shoe ornaments are looking forward to an extraordinary demand for shoe buckles this season, as a result of the trend toward colonial types of footwear. Plain opera pumps are scheduled for the late fall and early spring of 1923 by many creators, and this fact seems to justify the optimistic views of the buckle men.

Among the new buckles shown are some rhinestone colonial effects, some of them shaped as colonial tongues. The higher tongues are being extensively worn in New York and the larger cities of the States, but the opinion forthcoming from various quarters is that this will be cut down to a smaller size, which will eventually average about 2 inches in height.

Style men point out that the plain opera pump is in conformity with the longer skirt, and this style of shoe will no doubt be strong in black satin and black, silver and gold brocades.

A particularly attractive ornament shown by a prominent manufacturer is in the form of a beaded tongue, which is 3½ inches in height and especially adapted to the one strap slippers. The lower part of this tongue is attached to the throat of the pump, and there is a loop of elastic on the back of the tongue through which the strap will fit and hold it properly in place.

Convention of Western Canadian Shoe Findings Assn.

The Fourth Annual Convention of the Western Canadian Leather and Shoe Findings Association was held on Monday and Tuesday, Sept. 11 and 12, at the Palliser Hotel, Calgary, Alta.

The sessions opened on Monday morning, with Mr. R. B. Francis, the president, in the chair. Mr. R. J. Hutchings, vice-president of the Calgary Saddlery Company, made an address of welcome to all the visiting delegates, and Mr. F. R. Freeze, president of the local Board of Trade, placed the privileges of the Board of Trade rooms at their disposal.

The first session was chiefly taken up with the business of appointing committees and the presentation of reports.

Members of the Convention had lunch together at the Palliser Hotel at noon and on the meeting coming to order in the afternoon, the chief subject of discussion was, "How we can aid our customers in the necessity of selling the idea to the public more generally of having shoes repaired."

On Tuesday morning, on the Convention coming to order, the chief business was the report of the Nomination Committee and there being no other nominations, the following officers were unanimously elected:—

Honorary President, R. B. Francis, Vancouver, B. C.; President, C. M. Adams, Winnipeg, Man.; 1st Vice President, George Wheeler, Winnipeg, Man.; 2nd Vice President, D. J. Hutchings, Calgary, Alta.; Treasurer, F. W. Eastwood, Calgary, Alta., and Secretary, Walter Wait, Calgary, Alta.

Board of Governors—A. E. Spriggs, Winnipeg, Man.; E. M. Dowdall, Winnipeg, Man., and S. H. Adams, Regina, Sask.

District Secretaries—R. B. Francis, Vancouver, B. C.; Charles Tripp, Edmonton, Alta.; S. H. Andrews, Regina, Alta.; A. E. Spriggs, Winnipeg, Man.; W. J. Whittaker, Saskatoon, Sask., and D. J. Hutchings, Calgary, Alta.

Edmonton was selected as the Convention City of 1923, it being decided to hold the Convention in that City on the second Monday and Tuesday in September.

At noon the delegates were invited to attend the Rotary luncheon and an enjoyable time was spent.

The annual banquet was held at the Palliser Hotel on Tuesday evening. The feature of the proceedings was a splendid address by Mr. J. K. Studholme, of Victoria, dealing with "The Leather Situation—Raw Hides to the Finished Product."

Suitable gifts were presented to Mr. S. L. McCracken for the splendid work he had done during the early stages of the Association, also to the retiring President, Mr. R. B. Francis, as a token of appreciation of the members for the splendid results which had been accomplished, during his term of office.

Longer Skirts Don't Mean Cotton Stockings for the Parisienne

"The longer the skirt, the more seductive the hose," is the Parisian idea according to a writer in the Underwear & Hosiery Review. "At any rate, one thing is certain, the woman who has felt the charm of fine silk hose will continue to wear them—and just as cobwebby as her purse will allow. It's a kind of sweet poison, that once got into the blood can never be gotten out—and anyway who wants it out? Certainly not the Parisienne."

Beige and grey are the two most fashionable colors, with all classes of women in Paris at the moment, whether the stockings be in silk or in cotton. But the French hosiery manufacturers were too shrewd to make just one beige and one grey. That would never do in dealing with the dainty Parisienne. In the greys, there are green greys and slate greys and the purlish grey the Frenchwoman sometimes wears with a reddish brown shoe and there is the delicate pearly grey she wears with a black crepe frock. In the beiges, there is one with a decided leaning towards salmon pink which has been much seen at smart restaurants during these past months, one in a champagne color and one still more blonde.

"Pain brule" is noted as one of the new winter shades—this is something after the color of nicely browned toast. A cinnamon shade is also popular. These the Parsisian wears in the daytime in 32 and 36 gauge and in the evening in 40 and 44 gauge.

Practically no black stockings are seen in the street except on aged ladies. Sometimes they are seen in the evening in gossamer effects—occasionally with inserts of real chantilly lace.

Make Your Footwear Service Complete

"Queen Quality" REGISTERED

HOSIERY

Presents a wonderful opportunity for the shoe dealer to complete the footwear service offered his customers and at the same time reap golden dividends in added profits and increased business. The beauty and quality of this hosiery will make an irrestible appeal to your feminine trade and permit you to reach prospects otherwise unattainable. "Queen Quality" will bring them to your store. Investigate these lines and place a trial order.

Tricot Glove Silk Hosiery in assorted Drop Stitch Patterns. Obtainable in all stock colors and sizes.

Milanese Glove Silk—a beautiful quality hosiery that is also made in all sizes and colors.

Manufactured by

St. Catharines Silk Mills
Limited
St. Catharines - Ontario

Sole Selling Agents

Richard L. Baker & Co.
84 Wellington Street West
TORONTO

Organization Headquarters Move to Montreal

The headquarters of the Shoe Manufacturers' Association of Canada and the Wholesale Shoe Association of Canada are being removed to Montreal. Mr. S. Roy Weaver, the manager, expects to have the organization established in the big shoe centre by Nov. 1. The move is made in accordance with the original intention with the object of facilitating the work of the association by getting as close as possible to the heart of the industry.

The O-H Strait-Lace

The O. H. Strait-Lace, which is illustrated herewith, is a recent innovation in shoe lacing. The cut shows just how it works. Clasps of ribbon steel are substituted for the ordinary shoe string. Each clasp is permanently fastened in the eyelet on the one side, and is easily slipped into, or out of, the eyelet on the other. The appearance of the O. H. Strait-Lace is very neat. It also has the advantage of speedy operation, and, it is claimed, will outlast the shoe. It is enamelled in black and tan to suit the different shades of shoe leather. The retail price is 25 cents a set for low shoes and 50 cents for high shoes. They come in sizes to fit all shoes, and the retailer is supplied with a neat little cabinet with drawers in which the various sizes of clasps are kept.

Mr. J. Murray Watson, 10 Dundas St., West, Toronto, is the sales manager for the O. H. Strait-Lace.

N. S. R. A. Activities

The executive of the National Shoe Retailers' Association held a meeting in Montreal the week of Oct. 9, when they made arrangements for a membership campaign and also for publicity in connection with their annual meeting.

As a special inducement to new members, the association is offering membership from the present date until the end of 1923 at a rate of $5.00, which will cover all the privileges of the association, including the monthly information service which will be issued from the office of the acting secretary and will deal with various matters of interest to the retail trade.

Another matter upon which action was taken was the adoption of an official emblem. The executive instructed the acting secretary, Mr. Weaver, to secure cuts of this emblem to be supplied at cost to members for use on their stationery and otherwise.

The location of the executive offices in Montreal was approved. These will be used jointly by the N.S.R.A. and the manufacturers' and wholesalers' associations.

It was decided that a protest should be submitted to the Fire Underwriters' Association in regard to the increase in insurance rates on shoe stocks. The effect of the increase, it is held, is to make the great majority suffer for the suspected dishonesty of a very small minority.

The acting secretary was instructed to prepare a new draft of the constitution.

The executive has approved the principle of arbitration of disputes between buyers and sellers. This matter is to be taken up with wholesalers' and manufacturers' organizations with a view to the adoption of some plan of arbitration equitable to all parties concerned.

The acting secretary is instructed to make a protest to the government against the adoption of the new stamp tax on receipts, which, unless withdrawn, will become effective on Jan. 1.

Boy's soft-toe Blucher made in Storm Kip, box calf and storm elk, Goodyear Welt. Williams Shoe Ltd.

Clapp Sales Organization Holds Get-together

The semi-annual get-together of the Edwin Clapp sales organization was recently held at the company's factory at East Weymouth, Mass. Mr. Horace R. Drinkwater was the chairman of the proceedings and there were a number of interesting addresses by men well-known to the shoe trade, among them being Mr. W. R. Hill, Mr. William A. Hodges, Mr. Henry Knott, and Mr. Edwin Clapp Lincoln. It is interesting to note that Mr. Edwin Clapp Lincoln represents the third generation of the Edwin Clapp family line. In his address Mr. Lincoln declared that it was his object to do everything in his power to live up to the traditions and to maintain the high standard that had been set by the founder of the business.

A representative of the Sisman line of sturdy hard-wearing work shoes.

Specialize in

"MARVEL" Pyramid Heel HOSIERY

The Hosiery with an Instant Selling Appeal

¶ Give your store a touch of added exclusiveness by featuring a quality hose that will gain instant popularity among discriminating women at the approaching Christmas season.

¶ Note the trademark. P.K. are the initials of the Perrin-Kayser Company, a name which is its own guarantee.

¶ "MARVEL" Pyramid Heel Hosiery not only means satisfied and permanent customers, but provides a profitable selling adjunct.

¶ Feature Pyramid Heel Hosiery for Christmas gift orders. Fifty-five per cent of the women-folk prefer hosiery to anything else for Christmas.

¶ Get our prices.

PERRIN-KAYSER COMPANY LIMITED

SOMMER BUILDING **MONTREAL, P. Q.**

La Clef du Succes Dans le Commerce de la Chaussure

Par J. T. LEMIRE, MONTREAL

Quoi que puissent en penser certaines personnes mal informées, le succès d'un magasin de chaussures exige des aptitudes spéciales et comporte de nombreux facteurs dont quelques-uns sont absolument indispensables. Au tout premier rang, il faut citer.

L'Experience

Ne réussit pas qui veut dans le commerce de la chaussure. Loin de là! Comme tout autre commerce, celui-ci exige impérieusement une expérience approfondie de la ligne. Bien rare est, en effet, le cas du détaillant qui prospère sans avoir des connaissances sérieuses dans ce genre de commerce, et dont le succès n'est en somme qu'un véritable fait du hasard. Beaucoup de gens s'imaginent, bien à tort, que rien n'est plus facile que de faire une vente dans un magasin de chaussures. Ils sont sous la fausse impression qui'il n'y a qu'à sortir une boîte d'un rayon et à la présenter au client. Là ne se borne pas le rôle du détaillant qui doit connaître les mille et un détails de son métier s'il veut réussir.

Comme de juste, l'expérience s'acquiert à la longue. Il est bon cependant de faire remarquer que de nombreuses années passées comme commis dans un même magasin ne sont quelquefois pas un bagage suffisant pour celui qui veut s'établir à son compte. Un patron, pour réussir, doit, en

M. J. T. Lemire

effet, connaître toutes les phases de son commerce et être au courant aussi bien de l'achat que de la vente, il doit savoir ce qui se passe dans sa sphère, aussi bien chez ses concurrents que chez ses fournisseurs. C'est pourquoi personne ne peut être mieux préparé à diriger un magasin de chaussures que celui qui, dans sa carrière, a passé par tous les emplois: commis, gérant des ventes, gérant d'achats et même voyageur. Après avoir rempli ces fonctions successives, un homme un peu observateur a en mains toutes les qualités pour réussir en affaires. Dans ces différentes positions, il a été, en effet, en relations constantes avec la clientèle, avec les manufacturiers, tout comme avec les acheteurs de toute catégorie.

En second lieu, il faut citer.

Les Principes.

Dans le commerce de la chaussure, comme dans tout autre, il existe des principes bien établis qu'il ne faut pas perdre de vue et dont on ne doit pas se départir. Ces principes sont naturellement acquis par l'expérience et chacun est libre de les plier à ses propres exigences, sans cependant trop s'en écarter, de façon à ne pas arriver à les déformer, sinon à les faire disparaître entièrement. Principes d'achat, principes de vente, principes d'ordre, de ponctualité, d'urbanité de courtoisie doivent être de règle immuable dans un commerce qui veut réussir.

Il ne faut pas négliger non plus la question du

Personnel

Un des élléments du succès en affaires, et non des moindres, consiste à s'entourer d'un bon personnel possédant les aptitudes voulues, capable de rendre de bons services dans ses rapport avec la clientèle. C'est toujours un mauvais calcul pour un patron que de prendre des commis peu expérimentés, sous prétexte qu'ils lui coûtent un peu moins cher. C'est là une économie mal placée qui est de nature à causer les plus graves ennuis et à nuire au succès des affaires. Ayez donc des commis de métier et donnez-leur un salaire raisonnable qui leur permette de s'intéresser à leur besogne; vous verrez qu'ils vous donneront de bons résultats. Votre chiffre d'affaires s'en ressentira et son augmentation vous fera récupérer un grand nombre de fois le surcroit de dépenses que vous vous serez imposé dans vos frais généraux.

Un autre point d'un intérêt primordial est de savoir

Concentrer Son Capital

Il ne s'agit pas, en effet, de faire ses achats à la légère et d'éparpiller son capital sur un nombre illimité de lignes. En cela comme en toute chose, il faut de toute nécessité avoir de la méthode. Le détaillant doit connaître les besoins de sa clientèle de façon à limiter son stock aux nécessités de sa vente. Cette manière de faire lui permet de **concentrer son capital** sur un nombre restreint de lignes, dans lesquelles il peut ainsi avoir l'assortiment complet indispensable de pointures et de largeurs. Cette remarque s'applique surtout au commerce des chaussures de luxe, qui exige un choix judicieux de la part de l'acheteur, étant donné la tendance actuelle de la mode à multiplier les nouveautés et les fantaisies.

Conduite des Ventes

Un stricte honnêteté est la condition essentielle à observer dans la conduite des ventes. Par honnêteté il faut entendre de fournir exactement les articles offerts et éviter soigneusement toute fausse annonce. C'est toujours un mauvais principe que de chercher à tromper un client. S'il se laisse tromper une fois, il ne tarder pas à s'en apercevoir, et dès lors non seulement ce sera un client de perdu, mais encore il ne fera vite part à son entourage et la réputation de la maison en souffrira par la suite de grands préjudices.

Les Voyageurs

Il est de toute nécessité pour un détaillant de bien recevoir les voyageurs. Ceux-ci sont les véritables intermédiares qui tiennent le commerçant au courant du marché. Le détaillant, trop occupé par ses propres affaires, n'a certainement pas le temps matériel de dépenser une partie de sa journée au dehors pour savoir ce qui s'y passe. Nul autre ne peut donc mieux que les voyageurs le renseigner sur les tendances du marché, tout comme sur les dernières créations. Le voyageur est un auxiliaire utile dont les renseignements sont précieux au commerçant avisé, et qui peut à l'occasion vous servir auprès de la maison qu'il représente.

La Ponctualite

La ponctualité en affaires est encore un point sur lequel on ne saurait trop insister. Et par ponctualité nous entendons aussi bien l'exactitude de présence pendant les heures d'affaires, que la régularité dans le réglement des obligations.

L'exactitude pour un patron est une qualité essentielle, car s'il veut l'exiger de son personnel, il doit prêcher d'exemple. Et chacun sait qu'un employé inexact fait toujours tort à son patron. Le bon employé doit être à son poste dès l'ouverture du magasin et ne jamais le quitter sans y être remplacé. Que dirait-on, en effet, d'un magasin qui serait fermé, ne serait-ce que quelques minutes, pendant le cours de la journée? Si un client survenait sur ces entrefaites, il penserait certainement que c'est une maison mal tenue et se garderait bien d'y revenir.

En ce qui concerne les obligations, la ponctualité dans leur réglement est également de rigueur. Tenir ses engagements à échéance est toujours le moyen le plus certain d'établir son crédit sur des bases solides. Il se peut, cependant, que par suite de circonstances imprévues et indépen-

dantes de sa volonté, le commerçant ne soit pas toujours en mesure de remplir à la lettre ses obligations en temps et en heure, mais dans ce cas il est de son devoir d'en avertir immediatement son créancier, de façon à prendre arrangement avec lui. Les hommes d'affaires comprennent tous les exigences du commerce et bien rares sont ceux qui ne se montrent pas bien disposés envers un débiteur qui lui expose franchement sa situation. Il faut bien comprendre, en effet, que la majorité des commerçants n'ont pas à leur disposition des moyens illimités et que, dans la plupart des cas, pour ne pas dire dans tous, la totalité de leur capital est engloutie dans leur commerce, de sorte que leur fonds de roulement etant reduit à son strict minimum, le moindre contretemps en affaires les met dans l'impossibilité materielle de faire face à toutes leurs obligations et les oblige à demander un arrangement ou un délai. Mais, nous le repétons, le commerçant ponctuel qui, aux approches de l'écheance prévient son créancier de sa situation, est presque toujours assure d'obtenir ce qu'il demande de la bienveillance de celui-ci. Ceux qui laissent passer leurs chéances impayées sans avoir l'air de s'en soucier, passent pour négligents dans leurs affaires et ne tardent pas à être mal notes chez leurs fournisseurs qui, à la longue, peuvent bien se lasser et finir par leur refuser tout crédit.

Soyez ponctuels dans le réglement de vos obligations, il y va grandement de votre intérêt!

Les Etalages

La question des étalages est encore un élément d'une importance capitale. Dans cet ordre d'idée, il est fort difficile d'indiquer d'une façon précise la meilleure ligne de conduite à suivre. Tout dépend du genre de commerce que l'on entreprend et de la classe de clientèle que l'on recherche. On peut cependant affirmer que pour les articles de luxe principalement, il y a lieu de ne pas trop surcharger les vitrines, tout en y exposant cependant un nombre suffisant de modèles pour donner au passant un aperçu de l'assortiment du magasin.

Quant à la disposition même des articles dans les vitrines, elle relève du sentiment artistique de chacun plutôt que de toute autre chose. On ne peut donc formuler à ce sujet de règles immuables. Que chacun se laisse aller à son bon goût et à sa fantaisie pour l'arrangement de ses vitrines et qu'il se rende ensuite compte par lui-même de l'effet obtenu. Un oeil exercé est le seul juge qui puisse vous guider dans cette tâche.

Ventes Au Rabais

Dans le commerce de luxe, les ventes au rabais n'existent pas à proprement parler. A chaque fin de saison cependant a lieu une grande vente pour écouler les balances de lignes. Ces ventes se reproduisent périodiquement chaque année pour les soldes d'hiver en janvier et février et pour ceux d'été en juillet et août. Ce ne sont donc pas là exactement ce qu'on peut appeler des ventes à réduction, mais bien plutôt des soldes de fin de saison pour débarrasser les rayons des lignes désassorties afin de faire place aux marchandises nouvelles de la saison suivante.

Record Des Ventes

Un autre point intéressant qu'il imposte de ne pas négliger non plus, c'est de tenir un record exact des ventes. Le détaillant qui cherche à suivre le progrès de ses affaires, constate la nécessité impérieuse de posséder ce record, auquel il est obligé à tout moment de recourir. Pour se rendre compte de la marche de son commerce la détaillant, en effet, est appelé journellement à faire des comparaisons entre telle journée et la journée correspondante de l'année précédente. Si son record est bien tenu, il doit établir non seulement son chiffre total de vente de chaque jour, mais encore le calcul de son bénéfice ou de ses pertes. De cette façon, il peut juger d'un coup d'oeil rapide le résultat de sa journée et faire aisément des comparaisons pour se rendre compte des avantages ou des déclins dans la marche de son entreprise. Grâce à cette méthode il peut constater les points faibles et chercher à y remédier dans la mesure du possible.

Tels sont, exposés dans deurs grandes lignes, les principaux facteurs du succès dans le commerce de la chaussure. Il y aurait certainement encore beaucoup à dire sur ce sujet, mais il serait impossible de s'y étendre davantage dans le cadre restreint de cet article.

Nous en resterons donc là pour aujourd'hui en osant espérer que ce rapide exposé pourra être de quelque intérêt aux nombreux lecteurs du FOOTWEAR et en nous estimant trop heureux si nous avons pu, dans la mesure de nos faibles moyens, être d'une certaine utilité à tous ceux qui auront bien voulu tirer quelque parti des sages conseils qu'a bien voulu nous dicter notre expérience.

Le Magasin de Chaussures dans un Quartier Populeux

Quelques Opinions D'un Detaillant

Par H. RIENDEAU, Montreal

Il me fait plaisir d'écrire quelques lignes pour le FOOTWEAR, ce journal si interessant qui donner bien des idées qui sont réellement utiles à notre commerce. Il est de l'intérêt de tout propriétaire de magasin de voir prospérer son commerce mais pour y réussir il faut à tout prix posséder certaines connaissances.

Il ne suffit pas seulement de vendre quelques paires de chaussures pour réaliser juste assez de quoi vivre et se trouver au même point au bout de l'année. Au contraire, il faut chercher à augmenter sa clientele et pour arriver à ce but, il faut montrer quelque intérêt au client qui continuera par la suite à revenir au magasin s'il est satisfait, et même à y amener ses amis.

Quant à mon expérience, ce serait peut-être me flatter que de dire que j'en ai beaucoup. Bien qu'encore jeune, je suis déjà depuis quelques annees dans le commerce de la chaussure, ce qui ne m'empêche pas de recevoir avec plaisir les conseils de plus vieux que moi je sais mettre en protiqu suivant mes besoins.

En ce qui concerne la manière d'exposer la marchandise, je dois vous dire qu'à mon sens et pour mon genre de commerce, je pense que le meilleur moyen est encore de mettre la marchandise bien en vue, comme par exemple de la suspendre sur des perches avec des prix aussi bas que possible et marqués bien visiblement. Ceci sert à attirer la vue du client qui entre dans le magasin et quelquefois aide beaucoup à la vente sans donner trop de trouble au détaillant, surtout dans les moments d'affluence.

La vente au rabais est, je crois, bien nécessaire pour tout marchand, surtout vers la fin d'une saison ou lorsqu'il s'agit de réaliser des fonds, principalement dans les années difficiles comme celles que nous traversons actuellement. La circulaire est un très bon facteur pour ces ventes. Mais encore faut-il que cette circulaire soit d'une grandeur raisonnable et annonce des prix réellement bas. C'est une erreur de croire qu'un petit chiffon de papier portant simplement quelques prix suffira à attirer le client au magasin et qu'une fois entré on sera certain de lui faire une vente.

Il ne faut pas faire trop soivent de ces ventes à réduction, car le public finit par croire que ce n'est que du "bluff", comme beaucoup le disent après la vente faite. Au contraire, il vaut mieux en faire moins souvent et en faire quelque chose qui en vaille la peine. La circulaire par exemple devrait avoir la grandeur d'une feuille de journal et porter des prix réellement attrayants.

Un point qu'il ne faut pas oublier non plus, c'est de veiller à l'installation du magasin en y disposant des tables, racks etc., pour montrer que la vente annoncée est réellement quelque chose de different de ce qu'on a l'habitude de faire, car sur la foule des gens qu'attire une vente, beaucoup viennent souvent plus par curiosité que par besoin.

Il ne faut pas perdre de vue que la vitrine joue un rôle des plus importants pour le magasin. Il ne s'agit pas seulement d'installer quelques paires de chaussures en s'imaginant que le passant va entrer et vous demander ce qu'il ne voit pas, à moins que ce ne soit un client régulier qui viendra peut-être se renseigner avant d'aller ailleurs. Aujourd'hui il y beaucoup de gens qui, lorsqu'ils ne voient pas dans la vitrine la marchandise qu'ils désirent, passent outre, surtout dans les quartiers ouvriers, tandis que s'ils voient quelque chose à leur goût, ils entrent et si, après cela la chaussure ne leur convient pas, le détaillant a souvent la chance de leur faire changer d'avis et de leur vendre un autre article. A mon humble avis, il est très bon de faire ces ventes qui débarrassent les rayons de marchandises qui coûtent parfois fort cher mais qu'il est bon d'écouler même au-dessous du prix coûtant. Il y a tout à gagner à s'imposer ce sacrifice, car il permet de tenir le stock toujours en ordre et vous dégage, au moment des achats, du souci du vieux stock qui encombre vos rayons et qui peut y dormir souvent longtemps en se dépréciant d'une année à l'autre pour finir même par devenir invendable.

L'ordre

Bien-être, puissance, économie, voilà les fruits de l'ordre —ordre materiel, intellectuel, moral.

Savoir où l'on va et ce que l'on veut, c'est de l'ordre.

La Tendance des Prix dans l'Industrie de la Chaussure

Avons-nous atteint la base et sommes-nous sur l'ascendant? D'ardents observateurs hésitent d'être dogmatiques concernant la situation, mais l'opinion générale est que nous avons passé la crise de la dépression et que nous pouvons nous attendre à une amélioration graduelle des conditions. Dans l'industrie de la chaussure, la fermeté du marché des matières premières est sans contredit un signe favorable. C'était là le signal du danger précurseur de la baisse prochaine qui fut lancé contre le commerce. Ce même signal indique que la route est libre et que nous pouvons procéder avec confiance, avec une certaine prudence bien entendu, vers un rétablissement commercial.

Afin de corroborer les faits cidessus mentionnées, nous vous citons des remarques reçues de tanneurs proèminents démontrant comment les coûts et les prix de vente ont été affecté dans leurs industries.

Une de nos plus importants tanneurs canadiens de cuir à semelle déclare: "Nous avons acheté, en juillet 1921, des peaux de boeuf à 11 sous. Au mois de juillet de cette année nous avons payé 17 sous au même commerçant pour la même marchandise. Ce même commerçant a vendue ses produits de septembre à 21½ sous. Le cuir à semelle fabriqué des peaux à 21½ sous par livre coûtera à peu près 47 sous, par cotés, pour les besoins de tannage, ce qui veut dire une augmentation de 10 sous par livre sur les ventes faites il y a un mois ou plus."

Nous avons l'exposé suivant d'un des plus importants fabricants de cuir de chevreau, concernant cette dernière situation:

"Les peaux de chêvre, utilisées dans la fabrication du cuir de chevreau glacé de bonne qualité, ont augmenté d'à peu près 33 pour cent depuis le commencement d'avril dernier. En certains cas, des peaux ont beaucoup plus augmenté que cela, telles les peaux Chinoises, Espagnoles, chevrettes fines et "patnas". De plus, les peaux de chêvre brutes sont excessivement rares et difficiles à se procurer. On n'offre presque plus de matières sur place et il ne semble pas y avoir la réserve qu'il y avait autrefois dans les marchés étrangers. Ceci veut dire que le prix du chevreau glacé, spécialement les marchandises, devra augmenter afin que les tanneurs puissent commercer à un bénéfice normal. Tout choix de chevreau glacé, y compris les bonnes qualités et les moyennes, sont maintenant en bonne demande."

Quelques Indices Encourageants sur la Situation Actuelle

Il y a plusieurs indications encourageantes aujourd' hui dans la situation commerciale. La récolte du blé, qui est probablement la plus considérable que le Canada ait jamais donnée, est l'une des pierres fondamentales sur laquelle nos espoirs peuvent se baser pour un prompt rétablissement commercial. Aucun autre facteur n'exerce une influence plus prononcée sur l'industrie canadienne. L'Ouest étant prospère veut dire un Canada prospère et l'effet, financièrement et moralement, d'une récolte abondante est ressenti par tout le Canada.

La récolte placera $2,000,000,000 en circulation.

Il peut y avoir une ou deux mouches dans l'onguent. Le prix du blé n'est pas assez élevé pour améliorer la situation financière du fermier autant qu'il serait désirable. Il ne peut faire de l'argent,—c'est ce que disent les agriculteurs. La récolte, en même temps ne paye qu'une partie de la dette. L'agriculteur peut être passablement endettée par résultat des conditions difficiles de l'an dernier, et il doit surmonté cette dette, mais ses achats généraux doivent aussi être un facteur important dans l'augmentation de la circulation monétaire. Une autorité financière de renom déclare que la récolte actuelle sera la cause du placement en circulation de $2,000,000,000.

On diffère d'opinion concernant la fin de la liquidation. D'un côté il y a ceux qui déclarent que la liquidation doit continuer d'ici à ce que les prix des marchandises soient plus conformes aux prix reçus par le fermier pour les matières premières dont il produit. De l'autre côté, l'opinion optimiste affirme que la liquidation a procédé, depuis l'armistice, jusqu' à maintenant—lorsque toutes nos organisations industrielles ont été forcées jusqu' au dernier degré d'économie et d'efficacité—ou jusqu' au bout. A ce propos il est démontré que, contrairement à tout indice de liquidation, il y a une tendance vers des augmentations de prix pour plusieurs marchandises.

La raison que les prix du blé sont anormalement bas à comparer aux autres marchandises est évidente après tout. La production du blé est la seule industrie canadienne de première importance qui est principalement une industrie d'exportation. Nous expédions de 75 à 90 pour cent de notre récolte. L'Europe est notre marché principal. Alors, il est tout natural que l'industrie canadienne du blé est intimement affectée par les conditions européennes et qu'elle doit se conformer aux prix du marché européen. Si l'industrie était plutôt domestique, pourvoyant seulement aux besoins du marché local, sa situation serait sans doute tout à fait satisfaisante et les prix payés pour notre récolte de l'Ouest seraient plus conformes aux prix d'autres marchandises, fabriquées seulement pour l'usage domestique.

Le procédé d'épurer les maisons instables se continue davantage, tel qu'il est indiqué par le nombre de faillites de l'année courante. Mais il est probablement vrai que le "nettoyage" est presque complèté. Il est intéressant de faire des comparaisons de certains statistiques. Il y eut 2451 faillites au Canada en 1921, représentant une somme de $73,299,111. C'était l'année la plus élevée au point de vue du montant d'argent. Il y a eu d'autres années où le nombre des faillites fut plus considérable, comme exemple en 1914 il y eut 2898 faillites, représentant des obligations de plus de $35,000,000, en 1915, un total de 2661 firmes en liquidation, avec plus de $41,000,000. Cette année les faillites aussi ont été très considérables. Le Bulletin de Dun indique 1094 firmes en liquidation pour le premier trimestre, avec obligations de $18,672,901. Les statistiques pour le deuxième trimestre sont de 805 firmes, et $13,751.000 en obligations. Les statistiques du troisième trimestre n'ont pas encore été complètées, mais il est probable qu'elles seront plus élevées que le trimestre précédent. Cette augmentation est due en grande partie à un item de plus de $4,000,000 compris dans le solde des affaires d'une importante maison indutsrielle dans la province de Québec envers ses créanciers.

Certaines Possibilités concernant la Coordination des Activités des Associations des Manufacturiers, Grossistes et Détaillants

Extrait d'un article par M. S. Roy Weaver

Les manufacturiers, les grossistes et les détaillants ont au moins cet intérêt commun: de fournir un service ininterrompu de chaussures conformément aux besoins du public. Chacun des trois groupes à sa fonction économique à ce sujet, et elle devrait être reconnue par les deux autres. L'intérêt public souffrira si l'un des trois manque de remplir sa fonction. La chaine de distribution n'est pas plus forte que la plus faible maille.

La nécessité pour une "alliance" commerciale d'avancement.

Le maintien d'une réserve continue de chaussures dépend du maintien de l'efficacité des manufacturiers, des grossistes et des détaillants, et, pour raisons économiques évidentes, l'efficacité de ce trois groupes dépend en grande mesure sur la compensation équitable—mais non excessive—que chaque facteur devrait recevoir pour le service qu'il rend. Dans un sens économique, alors, une politique efficace est nécessaire et c'est: "Chacuns pour tous et tous pour chacuns", c'est-à-dire une "alliance" commerciale, productive et aggressive entre les associations des manufacturiers, des grossistes et des détaillants. Vous remarquerez que le mot "alliance" est placé entre guillements. Il n'est pas question d'une coalition ou même d'un arrangement quelconque de travail qui pourrait être interprété comme cherchant des avantages injustes aux dépens du public. La seule chose projetée est la coordination plus étroite entre les associations des manufacturiers, des commercants de gros et des détaillants. Cette coopération devrait être basée d'après les principes suivants:

1. La reconnaissance des fonctions et des intérêts économiques des trois éléments dans la distribution des chaussures—manufacturiers, grossistes et détaillants.

2. La reconnaissance que chacun de ces éléments a droit à une compensation raisonnable pour le service qu'il donne.

3. La reconnaissance que les intérêts de chacuns des groupes sont alliés étroitement aux interêts des deux autres et que toutes différends occasionnels parmi ces groupes doivent êtres règlés d'après une base d'entente et de relations équitables.

S'il est admis que la coopération des diverses associations commerciales de la chaussure doit être mutuellement avantageuse, comment pourrait-elle être efficace et maintenue? L'opinion commerciale a reconnu la nécessité d'avoir des

réunions fréquentes des comités éxécutifs des trois associations pour échanger sincèrement les idées, pour discuter les problèmes d'intérêt commun et considérer les griefs réels ou imaginaires. En effet, certaines politiques doivent être décidées par les associations elles-mêmes, mais il semble être reconnu qu'il y a besoin de machines au moyen desquelles des assemblées fréquentes pourraient être convoquées au temps convenant à tous, et par lesquelles toute information pourrait être échangée promptement. Il n'est pas suggéré que la méthode des réunions enlèvera toutes les branches d'arbre submergées dans le sentier du commerçant de chaussures. Il n'y a aucune promesse d'un commerce millénaire. Il doit y avoir entière confiance même en proposant que des conférences ou d'autres réunions soient tenues.

La méthode des réunions aidera â résoudre les problèmes de l'industrie.

Il est vrai, néanmoins, que la communauté des intérêts et l'importance d'une coopération ont été appuyées par les difficultés des deux années écoulées et qu'il y a un désir sincère de la part des trois associations commerciales de travailler ensemble encore plus étroitement que par le passé. Les trois associations se servent du même personnel de bureau. D'après cet arrangement des facilités sont pourvues pour le traitement prompt de toutes représentations faites par tout groupe ou tout membre d'un groupe.

Avez-vous Projeté une Campagne pour le Commerce de la Saison d'Hiver

Lorsque vous formez vos plans d' avance la première chose à faire est de préparer un brouillon approximatif du possible de la saison. Le possible n'est-il pas divisable en trois catégories au moins qui requièrent des tactiques tout à fait différentes afin de conclure chacune d'elles avec succès. Celles-ci sont (a) la période de l'hiver à bonne heure, (b) la saison des fêtes, (c) et la saison des rabais. Evidemment, des différentes méthodes d'annonces sont nécessaires afin de vendre les marchandises durant ces diverses saisons. Durant la saison d'hiver à bonne heure, qui dans des régions plus tempérées du Canada pourraient aussi bien être appelée la saison d'automne, le "style" doit être le but principal de l'annonce. L' élément prédominant de la saison des fêtes est de faire allusion aux "cadeaux." Le succès des rabais dépend des "prix" attrayants.

Octobre demande des styles nouveaux pour des conditions climatiques nouvelles—des nouveautés pour ceux qui désirent suivre la mode de près—des styles particuliers devant s'appareiller aux nouveaux vêtements déjà achetés, ou devant l'être—tous les styles pour les clients étrangers qui devraient être persuadés à venir au magasin tandis que les routes sont en bonne condition. Octobre est le mois des 'Moissons," et cette idée devrait être gardée dans la mémoire par l'étalage des vitrines, les annonces et l'atmosphère du magasin.

En novembre il y a encore un marché non-rempli important pour des marchandises de saison. En même temps les styles les plus réguliers peuvent être annoncés avec succès —les achats semi-annuels ordinaires par les personnes qui portent des chaussures de qualité substantielle et qui ne s'empressent pas pour les nouveautés. Le Jour d'action de grâces est un évènement du mois de novembre, qui prédomine dans l'idée du public dès le commencement du mois. Ayez les émotions du public pour le Jour d' action de grâces afin d'attirer l'idée vers des nouvelles chaussures. Tout le monde veut des chaussures neuves pour le Jour d' action de grâces.

Décembre est le mois des fêtes de l'année, et le meilleur mois d'affaires pour le commerçant. Les projets pour les ventes des fêtes devraient être basés d'après le principe qu'il faut donner des chaussures et des bas comme cadeaux. La clé principale de cette campagne devrait être "Cadeaux Pratiques."

Analysez la demande.

Il est très désirable de partager les efforts afin d'obtenir un commerce dans chaque assortiment et pour que le meilleur résultat possible soit assuré avec le moins de dépenses et d'efforts. Cela peut-être fait en annonçant les différents genres de chaussures. Prenons comme exemple l'assortiment des chaussures de femmes. Ici nous avons l'occasion d'offrir les chaussures suivantes, qui représentent réellement l'assortiment complet des chaussures de femmes: (1) chaussures de rue, (2) souliers de soirée, (3) chaussures d'affaires, (4) chaussures correctives, (5) chaussures de confort, (6) chaussures de maison et de chambre à coucher, (7) chaussures de sport, y compris toutes les chaussures utilisées pour activités sportives, etc., (8) caoutchoucs et "goloshes."

Huit différentes annonces pendant huit semaines diverses sur ces huit différents sujets donneront plus d'affaires qu'un nombre semblable d'annonces simplement destinées à promouvoir l'assortiment complet d'une manière générale.

Le Débarsment du "Confort des Pieds" Attire des Clients

"C'est un commerce très profitable," tel est le verdict du gérant d'un des plus importants établissements de chaussures au Canada, en réponse à une demande de renseignements concernant le résultat des ventes de chaussures genre "correctif." Cette firme a récemment inauguré une section spéciale sous l'en-tête "Le Confort des Pieds," pour ce genre de chaussures et ce dernier a démontré une source de revenu d'une grande valeur et une bonne clientèle.

Lorsque la direction décida d'inaugurer cette innovation, leur première démarche fut d'avoir une semaine de démonstrations. Un spécialiste pour les pieds, de Boston, assistait à cette occasion et indiqua par des démonstrations pratiques comment le genre de chaussures offert assurait le santé et le confort du pied.

La démonstration fut beaucoup annocée dans les journaux pendant toute la semaine et eut pour résultat que 450 paires de chaussures spéciales furent vendues durant cette période. Et depuis ce temps, sans annonce spéciale, les ventes se sont chiffrées de 10 à 24 paires par jour. Il est facile de voir ce que cette compagnie réalise sur ce commerce lorsque ces chaussures se détaillent à $14.50 et $15.00 la paire, respectivement, pour du cuir noir ou brun.

Des commis-vendeurs bien instruits et bien compétents sont absolument essentiels.

"Un des premiers essentiels pour le bon succès d'un département orthopédique," déclare le gérant, "est d'avoir des commis-vendeurs bien instruits et tout à fait compétents." Lorsque vous annoncez au public que vous pouvez donner du soulagement à leurs maux de pieds, et que les clients se rendent avec la confiance que vous êtes capables de faire ce que vous prétendez, vous devez alors leur donner la marchandise ou perdre leur clientèle.

"Le succès de notre département du "confort des pieds" est dû en grande mesure au bon vouloir des membres du personnel qui ont appris tout ce qu'un commis-vendeur devrait savoir au sujet des pieds et des chaussures. Non moins de 14 de nos commis sont des practi-pédistes gradués.

"La vente des appareils pour les pieds s'harmonise beaucoup avec la vente des chaussures orthopédiques. L'une aide l'autre. Un client peut demander des appareils lorsque des chaussures orthopédiques seules pourraient mieux satisfaire le besoin, et vice-versa. Le commis-vendeur bien instruit sait ce qui est nécessaire et rend le service qui assurera toute satisfaction."

SALESMEN WANTED

Real live salesman to carry American Manufacturers line of felt and leather slippers in Canada. Liberal commission paid. Only experienced men with established trade need apply. All applications will be held strictly confidential but complete information is essential. Address Box 666, Footwear in Canada, 347 Adelaide St. W., Toronto, Ont. 10

Make Your Show Windows Pay Your Rent

A Chest Full of Interchangeable

Window Display Fixtures

For Displaying All Kinds of Merchandise
That Will Give 10 Years Service at Little Cost.
Enough Good Oak Fixtures to Fill Your Windows.

Ask for Catalog.

Shipped Thru Jobber or Direct from Hamilton, Patented and Made in Canada

The Oscar Onken Co. 5951 4th St. **Cincinnati, O.**

More than One Hundred and Fifty Styles to Choose from for Your Girls' and Boys' Trade

The "Chums" range is comprehensive. You can choose from it the exact numbers that will best suit your trade.

Furthermore "Chums" is an in-stock proposition—no delays in delivery. You get exactly what you want and when you want it.

We use the Genuine Goodyear Welt process in our Misses sizes 11 to 2, Youths 11 to 13½, Growing Girls 2½ to 7, and Boys 1 to 5½.

Our Stitchdown Welts are of distinctly superior construction. We make these in Children's sizes 3 to 7½, and Little Gents and Girls sizes 8 to 10½.

Try out a sample order.

Our eight regular travellers are now in their respective territories.

Chums REGISTERED

MADE IN CANADA BY

Charles A. AHRENS Limited
KITCHENER, ONT.

Certified Figures

Supremacy of "Footwear-in-Canada" Established Beyond Question

RECENT circumstances relating to the circulation of the two established Canadian shoe publications have brought out authentic information of very great value to advertisers. It has been demonstrated beyond the shadow of a doubt that "Footwear-in-Canada" is far in the lead—so far, in fact, as to almost remove the value of comparison. Certified facts are contained in the following statement:

A certain Canadian shoe journal published for months a statement that its PAID circulation was MORE THAN DOUBLE that of any other shoe publication in Canada and exceeded the combined paid lists of all other shoe trade papers circulating in this country.

The publishers of "Footwear-in-Canada" challenged the above statement because they believed it to be untrue. No attention was paid to the challenge—the statement still appeared. A letter was written to the publishers asking if they were prepared to prove the statement. This letter was ignored. Accordingly, on May 3rd last, "Footwear-in-Canada" made application to the Audit Bureau of Circulations for an audit of circulation. The other journal also made application. Both publications have now been admitted as members of the Audit Bureau and their Publisher's Statements released for the six months ending June 30th, 1922. Here is the result:

The net paid circulation (subscribers not over six months in arrears) of the two papers in June, 1922, was as follows:

"Footwear-in-Canada" - - -	2,504
Other Journal - - - -	1,594

"FOOTWEAR", THEREFORE, HAS 57% MORE NET PAID CIRCULATION. The other journal, INSTEAD OF HAVING MORE THAN DOUBLE OUR CIRCULATION, HAS NEARLY ONE THOUSAND LESS.

For the first six months of this year the average circulation of "Footwear" was 3150 copies, which compares with the other journal's figures of 2746. Included in these figures of distribution are subscribers over six months in arrears, which are not counted as net paid.

Now everybody will know why

Provide the Facts

"Footwear" has paid subscribers among retail shoe dealers, general stores, buyers and repair shops numbering 2034, or 67% more than the other journal, whose figures are 1216.

"Footwear's" net paid circulation among shoe manufacturers, wholesalers, tanners, etc., is 344, as compared with 94 for the other journal.

Out of a total distribution of 3150 copies per issue, "Footwear" has only 297 subscribers over six months in arrears, or 8%, while in the case of the other paper the arrearages are 498 out of a total distribution of 2746, or 18%.

Facts About "Footwear-in-Canada" Circulation in Comparison with Other Shoe Journal

1. 57 per cent. more net paid circulation.
2. 14 per cent. more gross circulation.
3. 67 per cent. more paid circulation among retail shoe dealers and repair shops.
4. 376 per cent. more paid circulation among shoe manufacturers, wholesalers, tanners, etc.
5. About one-half as many subscribers in arrears.

Statements released by the Audit Bureau of Circulations verifying the above figures will be furnished on request.

When buying advertising make an intimate study of the circulation of "Footwear-in-Canada." The figures prove the supremacy of this publication in the shoe field.

Footwear in Canada

347 Adelaide St. West, Toronto

Montreal, Winnipeg, Vancouver
Chicago, New York, London, Eng.

the challenge was not accepted ?

Every Number In-Stock

Lady Belle owes its success to the attractive, sensible styles, good workmanship and real value that always characterize this well known footwear. In other words, it combines just those good qualities that your feminine trade is looking for.

In addition to the lines illustrated we have a number of others in Oxfords and Strap Slippers in stock.

Travellers are now in their respective territories with a full line of new samples.

Black Kid, 8″—¾ Fox Bal. Imitation straight tip 12/8 Cuban Heel, also in Kid Heel, Fox Bal.

No. 177 — Black Kid 2 strap. Duchess Last. C. & D. widths, imitation tip or plain. In-stock.

No. 717 Aunt Polly oversize, regular ankle. Black Vici Plain Quarter Bal. 7″ Leg, Cushion Sole Rubber Heel, E. E. width.

The
Lady Belle Shoe Co.
Limited
Kitchener, Ontario

ORDER EARLY—Biggest Demand in United States and Canada's Shoe History (IN STOCK)

"Rhinestone Buckle Slides"

12 Pair Splendidly Assorted Buckles Each pair individually boxed on Counter Display, Velvet lined

$12.00 Dozen pair Net.

Quality Best—Splendid Profit—No less than a dozen pair lots.

The Latest Colonial Tongues, Made to convert plain or straps to Colonial style slippers.

Suede—Kid—Patent—Satin

$12.75 Dozen Pair Net.

Sample Assorted Dozen on Request

CANADIAN SHOES - FINDINGS - NOVELTY COMPANY

2 Trinity Square, TORONTO. **Warehouse also at 153 Peel Street, MONTREAL**

By Appointment

BUSY AS BEES

Our large Glove, Moccasin and Slipper Factory at Lorette, Que., is working to capacity and booked with orders sufficient to keep it Busy As Bees for some time to come.

We realize, however, that many of our customers and friends are depending upon us for the replenishment of their stock for the Christmas and the Winter Season.

We have a limited stock of the right merchandise, at the right price, for immediate delivery.

We are so organized that in spite of the pressure Special Orders of reasonable sizes can be handled with despatch. Our line of

REAL INDIAN MADE SLIP ERS
Make Ideal Christmas Gifts

Be sure you are well supplied. Write us your requirements today.

Holt Renfrew Slippers are

BETTER IN PATTERN - WORKMANSHIP - VALUE

Holt Renfrew & Co. Limited

Quebec

Art in Display Fixtures

Just as the beauty of a jewel is enhanced by its setting, so is the appearance of the shoes displayed in your window enhanced by the use of Dale Display Fixtures.

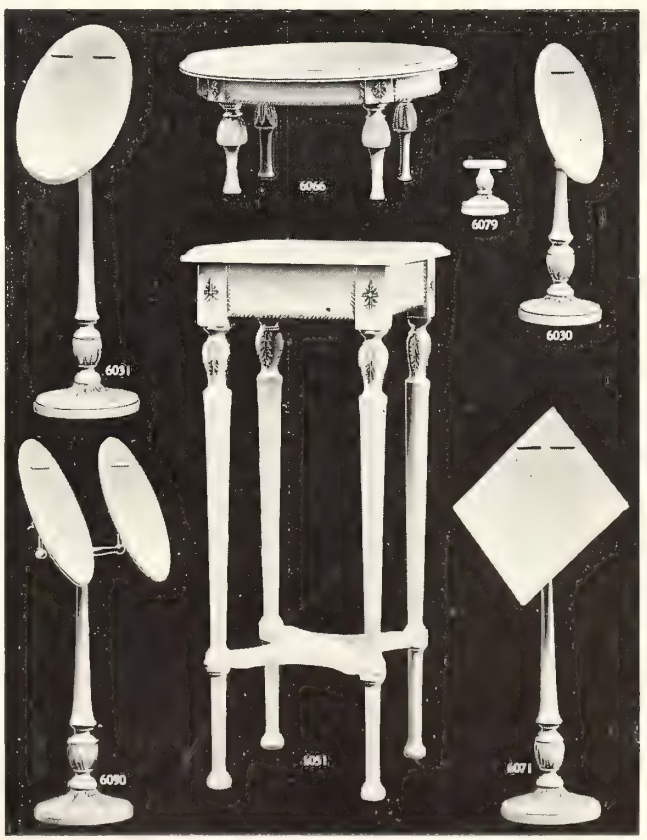
From the "Dale" line, you may choose the fixtures best suited to your needs; that will "set off" your goods to the best advantage and act as real business getters. In appearance and quality they are the equal of the highest class American productions.

A copy of our catalog should be in the hands of every merchant and window dresser.

Write for your copy today.

Dale Wax Figure Co., Ltd.

Toronto — Canada



Cheap Material in the Finishing Room is False Economy

The Best is Cheapest in the Long Run

BOSTON LEATHER STAIN CO.

Makes only the HIGHEST GRADE ON FINISHES

We are

Exclusive Canadian Agents

We carry large stocks of BLS goods at MONTREAL, KITCHENER, QUEBEC ready to give you real service.

CYCLONE BLEACH, the only real sole Bleach; MAGIC STAIN, PARAGON STAIN, ALL Shades; KING and ULTRA EDGE INKS, Black and Colors; BLACK DIAMOND HEEL and SHANK INKS.

DYES, BLACK and COLORS, for all Purposes.

DRESSINGS and POLISHES, for all KINDS of Leather, Black and Colors. BOTTOM POLISH, WAXES, ETC.

You can't go wrong on this line. Every item is guaranteed twice by Boston Leather Stain Co., and by us. If anything goes wrong we make it right, quick.

Don't place your WINTER ORDER until you know what we have to offer you.

INTERNATIONAL SUPPLY CO.

Main Office

154 Notre Dame St., W., Montreal

BRANCHES:

37 Foundry St., W.
KITCHENER, ONT.

566 St. Valier St.
QUEBEC

Established 1915

GOULET

for

The Shoe
The Price
The Service

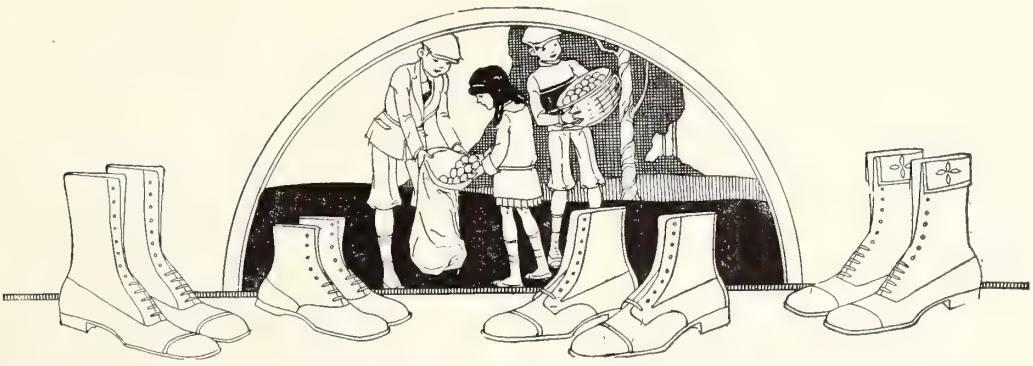
Better than ever are our facilities now for backing up the jobber with the right shoe at the right price. Increased business has demanded enlarged facilities in the shape of a new and commodious manufacturing annex now in operation.

This means increased usefulness and service to our customers. It also means larger output and consequent economy in production. You can capitalize this economy by dealing with us.

O. Goulet & Sons

LIMITED

575 St. Valier St.
QUEBEC



Adams' Juveniles—sturdy, good looking, comfortable

There are dozens of husky youngsters in your neighborhood all eligible as customers for your store, and the Adams shoe. Cultivate this trade as intensively as you do your Men's and Women's and you'll discover it is mighty profitable.

To do this you could not do better than choose a good sound comprehensive line such as the "Adams." For Misses, Children, Infants, Youths and Little Gents these shoes leave little to be desired. They are sturdy, comfortable, good looking and moderately priced.

Let us forward samples and full particulars.

The Adams Shoe Company, Limited

Penetanguishene, Ont.

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NEW CASTLE KID
N.C.K.
TRADE MARK REG. U.S. PAT. OFF.

NEW CASTLE KID

The Hall-Mark of Quality

New Castle Kid as a stimulant to trade should find a place in the workshops of every shoe manufacturer. The finer appearance and increased value of your shoes will immediately place them in the quality class without change of price. Look for our trade mark—it is a hall-mark of quality as significant as that used by the silver-smiths of old.

New Castle Leather Company Inc., New York

Canadian Branch 335 Craig St. W., Montreal Factory: Wilmington, Del., U.S.A.

"La Duchesse"

Women's, Misses' and Children's medium McKays

Women's Slippers and Canvas Shoes

Turn Slippers for Men

Excellent materials combined with high-class workmanship make the "La Duchesse" line a leader : : : :

Jobbers Only

"La Duchesse" Shoe Co.

Registered

MONTREAL

JOBBERS

HOCKEY BOOTS

Our Hockey Boots have extensive sales and supply a wide demand at a reasonable price. The quality and workmanship put into their manufacture insure a first-class product on which you can realize a large and profitable turnover. Write us for samples.

J. E. SAMSON ENR

QUEBEC

A better Wrapping Paper is on the market. Are you using it yet?

"LINCRAFT" is a wrapping paper of good appearance and attractive color possessing greater than ordinary strength thus enabling lighter weights to be used at a consequent saving in cost. It is made in both sheets and rolls and can be obtained from most jobbers or direct from the manufacturers.

Give this paper a trial. We are convinced you will like it.

Lincoln Mills Limited **Merritton, Ont.**

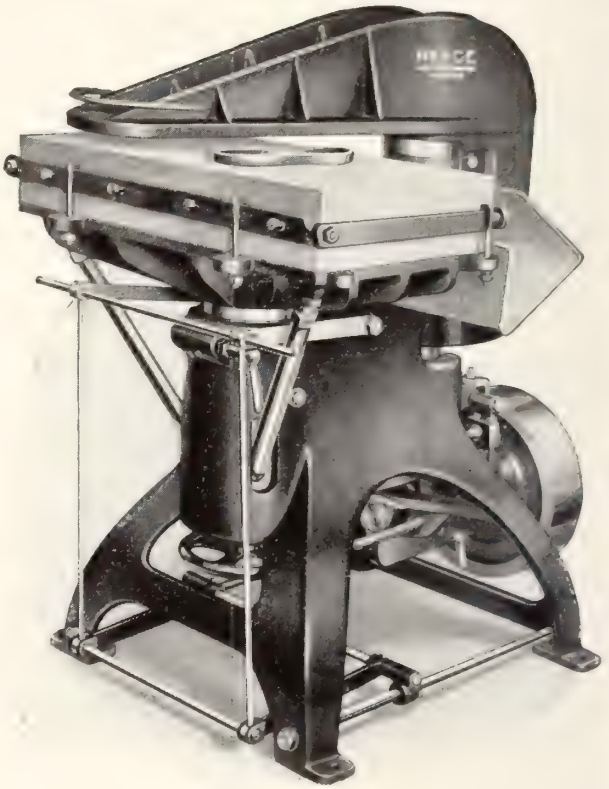
Toronto Office: 43 King St. West

IF YOU WANT TO KNOW

What the REECE Clicking Machine is Doing in the Shoe Trade--

You should ask us for the Testimonials we have on File from manufacturers--

They will open your eyes to the great saving in labor by using the speediest and most modern Clicking Machine in the shoe trade.



The REECE Clicking Machine

RIGID--SUBSTANTIAL--WELL BUILT

For Cutting Sole or Upper Leather, Linings and Other Materials

Are you making a standard pattern in the manufacture of your goods that you are at present cutting out by hand, and that could be cut out by a Cutting Die on a machine?

If so, let us demonstrate or explain to you how we can save you time, and increase your output by doing so.

Can be operated by hand or foot as the operator may choose.

Has a positive, quick-acting clutch which cuts in one stroke of the machine through any thickness of stock that can be put under the swinging beam. No troublesome friction adjustments.

Even three thicknesses of Sole Leather may be cut at one blow.

Has a strong, massive swinging beam, well balanced, that swings easily.

The rigid structure directly under the cutting block eliminates all possibility of the table sagging or springing.

The outer corners of the cutting block may be adjusted to assure positive clean cutting without affecting the adjustment at the rear.

The extra large cloth pan directly in back of the cutting block is large enough to hold a whole roll of cloth, doing away with the old method and all objectionable rigging in front of the machine.

Cuts sole leather as easily as upper leather.

We have eliminated all the faults that exist in other Clicking Machines.

The Reece Machinery Co. of Canada, Limited

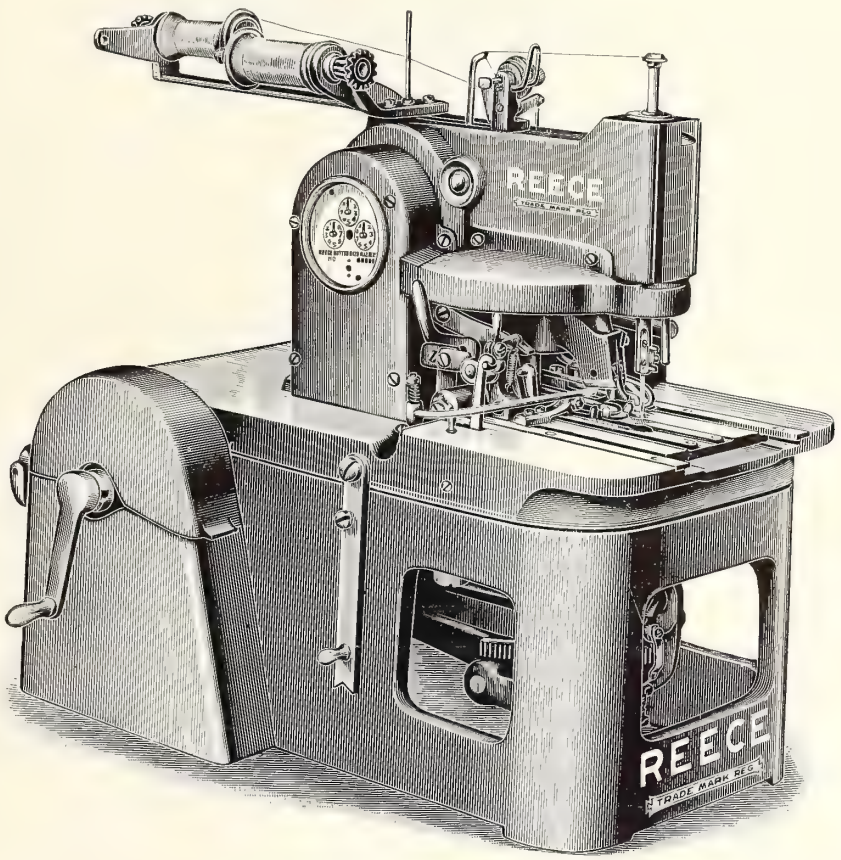
37 Mayor St. **Montreal**

TORONTO OFFICE: 224 Adelaide St. West.

"REECE RAPID" LEADS THE WORLD

The Reece Rapid Button-Hole Machine

FOR CUTTING AND STITCHING BUTTON HOLES IN BOOTS AND SHOES



This machine is the result of our thirty years' experience in manufacturing button-hole machinery. Its superiority over any other machine is in its ability to turn out the highest quality of work ever produced at the minimum amount of cost, thereby making a saving that has never been equalled, and cannot be surpassed by any button-hole machine that is, or has been, placed on the market. A few of the many advantages that we claim over any other button-hole machine are:

Speed———Economy———Quality

A perfect barred button hole, not an imitation bar, eliminating a separate barring operation
A perfect thread-saving device, eliminating all waste of thread
A machine running equally as well with silk, cotton or mercerized threads, and does not require a special thread
A machine built to eliminate the wearing of parts
A machine seldom out of adjustment

Samples of work and terms sent on request.

The Reece Machinery Co. of Canada, Limited

37 Mayor St. Montreal

TORONTO OFFICE: 224 Adelaide St. West.

The Hector Shoe

Kid Oxford Saddle Tip, Cushion Turn
Widths E, EE, & EEE.

STYLE **QUALITY** **SERVICE**

Makers of a Full Line of Turned Footwear

Get in touch with your jobber immediately.

Hector Shoe Company

331 Demontigny St. East - Montreal

S. Desrochers **F. X. Leblanc**

Sell the Shoes that Satisfy

HYDRO CITY

There's real satisfaction built into every pair of Hydro City Shoes. Solid leather and careful workmanship combine to produce shoes that are long-wearing and comfortable—the kind that bring customers back to your store time after time and ensure steady year round profits when other lines are not selling.

Place a trial order of Hydro City Shoes today. Large stocks of leading lines are kept ready for immediate shipment at 342 Richmond St., London, and at Kitchener.

HYDRO CITY SHOE MFRS.

KITCHENER **LIMITED** **ONTARIO**

GOODYEAR WELTING

Highest Grade—Made Only from Side Leather

Write for Quotations and Samples

WICKETT & CRAIG, Limited

TORONTO — CANADA

OVERGAITERS

Our two-tone Overgaiters are a winner!

Send your order in at once for quick delivery.

AMERICAN GAITER MFG. CO.
Limited
2134 St. Lawrence Blvd., MONTREAL

High Grade Indian Goods

HERE ARE SOME READY SELLERS!

SLIPPERS—Hair Seal, fur-trimmed, at $17 per dozen, fine quality. Ladies' sizes

MOCCASINS—A good Buck Moccasin, in Ladies' sizes, at $10 per dozen.

We also manufacture Fancy Indian Leather Goods, Boudoir Slippers, Snowshoes, Sweet Hay Baskets, Canvas Canoes; Jack-Buck, Horse-Hide, Moose, Elk and Cowhide Moccasins. In slippers we have twenty-five different lines to choose from.

Ask for prices on any of these lines

BASTIEN BROS.
INDIAN LORETTE, QUE.

Agents for Ontario: Ross & Shaw, 9 Wellington St. East, Toronto

For the West: Willis R. Miller, Mercantile Building, Vancouver

NOTICE TO SHOE MANUFACTURERS, RETAILERS AND THE PUBLIC

The Thomas G. Plant Company, of Boston, Mass., in their development of the manufacture of special forms of Flexible Footwear, have purchased the patent rights, license contracts, and business heretofore carried on by William J. MacFarland and the Mac & Mak Company. These patent rights cover broadly the manufacture of shoes having a so-called "Released" or "Unlocked Shank" portion for greater ease and flexibility in the completed shoe.

All shoe manufacturers, shoe retailers and the public are hereby notified of our ownership of these patent rights for making shoes resulting in an "unlocked," "released" or "free" shank portion, whether made by MacFarland's preferred method or otherwise.

All parties desiring to manufacture flexible shoes of this type should apply at once to us for licenses. All manufacturers now making shoes with an "unlocked" or "released" shank portion, except present licensees, are hereby notified to at once cease infringing.

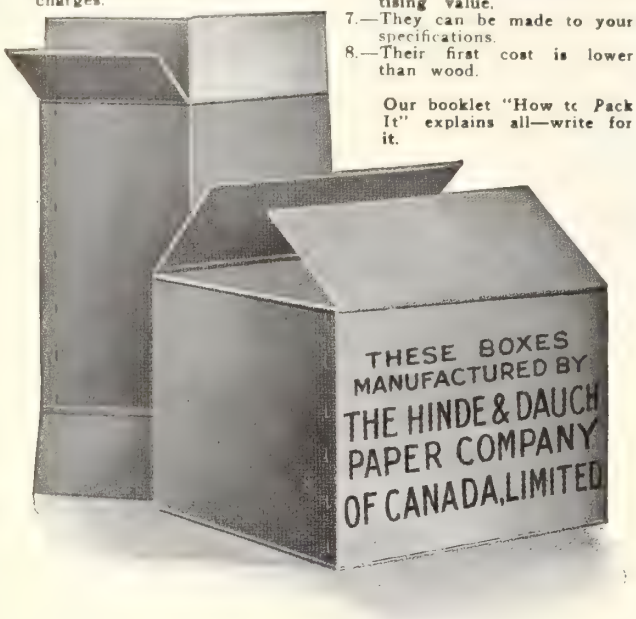
THOMAS G. PLANT COMPANY, BOSTON 20, MASS., U.S.A.

We Can Save Money for You on Your Shipping & Packing

H & D Solid Fibre Board Boxes

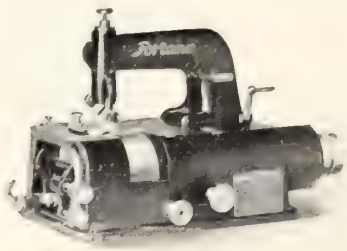
1.—They protect your shipment against loss from dampness and water.
2.—They are extremely light, which means low freight charges.
3.—They cannot be opened without breaking the seal.
4.—They save time in packing.
5.—They save storage space.
6.—They have strong advertising value.
7.—They can be made to your specifications.
8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co. of Canada Limited
TORONTO ONTARIO

Fortuna
Skiving Machine



For Manufacturers who Skive Leather, Felt, Cork, Rubber or Paper

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.
147-153 Waverly Place - NEW YORK

A glance will tell you all you need to know

Honest value was never more evident than in the "**Peterboro**" Shoe. Quality of material has been combined with careful workmanship to produce a shoe that will give the utmost in long service and foot comfort. The way it will stand up under the hardest kind of wear will make many friends for your store.

B. F. Ackerman, Son & Co., Limited
PETERBORO, ONTARIO

The Best and Most Durable Shoe Laces Are Made With Our

Power Shoe Lace Tipping Machines

Textile and Special Machinery
Harris-Corliss Steam Engines

Eastern Representative for
WORM GEARS AND WORM GEAR REDUCTION UNITS

The Franklin Machine Company
Engineers Founders Machinists
189 Charles Street, Providence, R.I.

WHY NOT

Make a Profit this Season From

INSOLES

We Have Styles that Will Increase Your Trade

Imported Genuine Solid Split Cork Insoles
FELT AND FLANNEL COVERED

Cork and Felt Gum Cork

Hair—Hair and Composition

Lambs' Wool Insoles and Slipper Soles

Stimulate Findings Sales by Adding these Sure Selling Lines

Show Them — to Sell Them

A FULL RANGE TO RETAIL FROM 10c. UP

Send for prices and samples NOW while our selection is complete

UNITED SHOE MACHINERY CO. OF CANADA LIMITED
Main Office and Factory
MONTREAL

TORONTO
90 Adelaide Street W.

KITCHENER
46 Foundry Street S.

QUEBEC
28 Demers Street

A. A. COTE & SON LIMITED

This year the consumer will be looking for "a shoe at a price" and you Mr. Retailer can offer in these lines something exceptional in workmanship, style and comfort, at a price to suit all comers.

STANDARD SCREWED SHOES

In Men's, Boy's, Youth's Little Gent's and Children's.

McKAY SEWED SHOES

In Men's, Boy's, Youth's Little Gent's and Children's.

Let us know your requirements
Samples sent on request

A. A. COTE & SON LIMITED
ST. HYACINTHE, P. Q.

GUESS

Why tanners of smooth, white leathers recommend Cinderella White Kid Polish and Cleaner to the shoe manufacturers to whom they sell their leathers.

THEN

Guess why over 100 slipper manufacturers mail-order Cinderella Silver Slipper Cleaner.

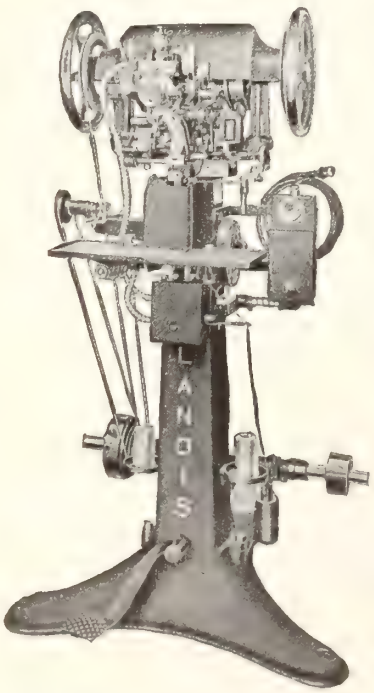
Cinderella Polishes are put up in packages for household use.

Produced by

EVERETT & BARRON CO.
Amherst, N.S.

Makers of highest quality footwear finishes

LANDIS NO. 12



Model D

Own Your Own

Landis Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative
ROBERT J. VAN STONE
167 John St. S. Hamilton, Ont., Canada

Special inducements to immediate buyers.

Write for particulars.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

"GLOBE"
PILLOW WELT
AND
"BABY PILLOW WELT"
Shoes

The Only Genuine Goodyear Welt Shoes made with a

PILLOW WELT INSOLE

The trade of your Juvenile Department will be established on the paying basis of permanent progress if you carry the Globe lines,—for the reason that they combine the three essentials in the children's shoe, viz.,

Foot-Comfort, Durability, and Value

These shoes give the small foot an opportunity to grow, at the same time affording a good fit, ensuring reasonable wear, and presenting an attractive appearance.

Globe Shoe Limited, Terrebonne, Que.

Montreal Office, J. A. BLUTEAU, Representative
11a St. James Street

Carried in stock by Alfred Lambert, Inc., Montreal

Seventy Years of Service to the Shoe Trade

DURING the seventy years in which this firm has been in existence an organization has been built up that is unique in the patent leather field.

We cordially invite you to visit our Toronto plant and inspect the various departments — the hide room, beam house, drying rooms, varnishing room, sorting and measuring rooms. We would like you to see the almost endless variety of machines and talk to the leather experts who operate them--then you would understand why A.R.C. Brand Patent Leather stands pre-eminent in its field, with a world wide distribution.

Any time you are in Toronto feel free to call. We'll be glad to show you around. In the meantime let us forward samples and any other details you desire.

Yours very truly,

Griffith B. Clarke.

Mr. Griffith B. Clarke, President

A. R. Clarke & Company, Limited

Montreal **Toronto** **Quebec**

Branches at—

Rochester, Chas. A. Brady, 118 Mill St.
Milwaukee, W. J. Thomas, Enterprise Bldg.
Cincinnati, H. L. Fricke Rubber Co.
London, Eng., W. S. Whittow & Co., 17 Finsbury St.
Australia and New Zealand, Ullathorne Hartridge, Melbourne.
Boston, J. Gentle, 16 South St.
St. Louis, W. P. Erhart Leather Co., Locust St.
Chicago, Madison D. King & Co.,
Paris, France, Bernard & Co.
South Africa, Mendlesohn & Frost
Constantinople, Whittal & Co.

Vol. XII No. 11 Toronto, November, 1922

Footwear in Canada

A National Journal of the Shoe & Kindred Industries

Publishing House of Hugh C. MacLean

Our Lines of Women's McKays are up to the minute in Styles and at popular prices

Getty & Scott Limited

Makers of Classic Shoes
For Women and Children
Galt, Canada

A New PANTHER Heel with many advantages

The new Panther is a heel of style and quality with features which will appeal instantly to the trade. It can be quickly and neatly put on with a heeling machine, saving time and labor. That Panther Heels will give excellent service is assured by the record they have set up in the past. Made in men's and women's in all sizes and colors.

PANCO

Panco, the new improved soling, is not a substitute for leather, but is better than leather. It is guaranteed not to crack, break or stretch, and can be stitched the same as leather. It is also guaranteed to outlast two leather soles. Write for samples.

Prices Sent on Request

The PANTHER RUBBER CO. Ltd.

SHERBROOKE, QUE.

PERTH

STOCK LINES

Styles that appeal to your popular priced trade

READY TO SHIP——————ALL GOODYEAR WELTS

This style made in leather as below described

No. 6005
Black Kid 1 Strap 2 Button $3.85

No. 6014
Brown Calf 1 Strap 2 Button $4.35

No. 6018
Patent 1 Strap 2 Button, Dull calf top and strap $4.35

This style made in leather as below described

No. 6000
Black Kid Oxford $3.85

No. 6023
Black Calf Oxford $4.25

No. 2895
Brown Calf Oxford $4.25

This style made in leather as below described

No. 6003
Black Kid 1 Strap 1 Button $3.85

No. 6379
Black Kid 1 Strap 1 Button, Grey Buck top and strap.. $4.35

All lines put up in quick delivery packages of 12 pair lots in C or D widths 1/3, 1/3½, 1/4, 2/4½, 2/5, 2/5½, 1/6, 1/6½, 1/7

ORDER NOW **TERMS: NET 30 DAYS**

Perth Shoe Company Limited

Largest Manufacturers of Women's Welts Exclusively, in Canada

Perth, Ontario

Spaulding's Fibre Counters

Have

A perfectly moulded, uniform heel seat that fits the last.

A wide scarf that gives maximum flexibility where necessary.

A proper degree of rigidity and the correct shape to give a perfect backpart.

J. SPAULDING & SONS CO., Inc.

Main Office and Factory
NORTH ROCHESTER, N. H.

Boston Office
203-B ALBANY BUILDING

PHILADELPHIA
John G. Traver & Co.
141-143 No. 4th St.

CINCINNATI
The Taylor-Poole Co.
410-412 E. 8th St.

ST. LOUIS
The Taylor-Poole Co.
1602 Locust St.

CHICAGO
J. E. D. McMechan & Co.
217 W. Lake St.

SEVEN FACTORIES
Tonawanda, N.Y.
No. Rochester, N.H.
Rochester, N.H.
Milton, N.H.
Townsend Harbor, Mass.

English Agents: J. Whitehead & Co., Ltd.
Leicester, England.

CANADIAN AGENTS:
International Supply Co., Kitchener, Ontario, and Quebec City.
V. Champigny, Montreal.

The Yamaska Brand
J. A. & M. Cote
ST. HYACINTHE.
CANADA.

No. 311 Women's and Growing Girls' McKay, Bal. made in Gunmetal Calf, Dongola, Mahogany Velour side or Patent vamp and dull top. Sizes 3 - 7.

THEY LEAD

Year after year dealers throughout Canada give first place in their stock requisitions to Yamaska Brand. This famous line never fails to satisfy the most critical customers, sells well the year round, and is always a sure source of profit.

To maintain the reputation established many years ago, the most rigid inspection is in force throughout our factory, ensuring that only the finest in workmanship and materials are used. Play safe—order Yamaska Brand.

GET OUR PRICES

La Compagnie J. A. & M. Cote

ST. HYACINTHE - QUEBEC

Patent Colonial One Button Matt Calf Tongue, 15/8 Heel

Silver Brocade One Strap, 15/8 Heel

Patent Colonial Fawn Suede, 15/8 Heel

Dame Fashion favors Colonials and Tongue Effects.

We have an attractive assortment to choose from.

Our line of shoes combines style, quality and value.

Look at the silver brocade slipper illustrated. Moderately priced, it is a real money-maker for the retailer.

Be sure to see our lines before placing your orders.

Jobbers Only

Gagnon, Lachapelle & Hebert

55 KENT STREET MONTREAL

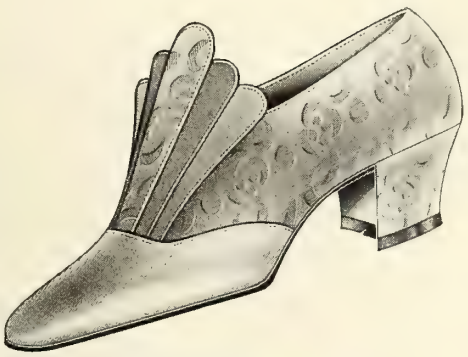
Your choice of Patent does affect your sales

True as it is that patent leather is growing in favor among the best dressers of both sexes it does not follow that any kind of patent can increase your sales. What does follow is that only the very best patent can serve this large and growing field which is also a very discriminating one.
Therefore what better choice than "Black Beauty"—the accepted standard of all patent leathers?

The Robson Leather Co., Limited
High Grade Side Leather
Oshawa -:- Canada

AIRD & SON
REG.
AIRD & SON
MONTREAL

The Newest Designs in Hand Made Turns



Yolanda Colonial

You will surely be interested in the high grade "Hand Made Turns" we are at present making. They are our own patterns and follow the latest European and American designs. All kinds and shades of leather, satin and brocade, are to be found in this handsome array of footwear creations. See them!

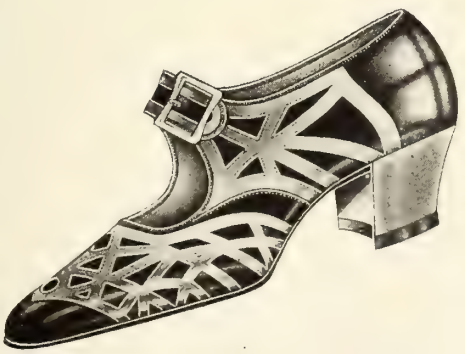
Venetian Sandal

La Gioconda Shoe Mfg. Co.

A. D. Sebastiani, Manufacturer

300 Beaudry St., Montreal

Agents:
Hall & Hodges, Ltd., 16 St. Sacrament St., Montreal



Canada

Bologna Sandal

ARCH PRESERVER SHOE
TRADE MARK REG. U.S. PAT. OFFICE

The Arch Preserver Shoe combines all the most desired features in footwear —quality, style and service. In addition it has an anchored steel arch, anchored at heel and ball, which supports the arch of the foot where it needs it.

The Arch Preserver Shoe sells in the best stores throughout the United States and Canada and is made by us under special license from E. T. Wright & Co., Inc., Rockland, Mass.

Write for Prices and Full Particulars

Cash in on the "Back-to-Nature" Trend with the ARCH PRESERVER SHOE

The fact that the vast majority of people today suffer from foot-troubles has led them to seek relief in footwear which conforms to, and supports the natural shape of the foot. In this demand for comfortable shoes of smart appearance, the Arch Preserver Shoe has quickly taken the lead and sales are reaching unprecedented totals. Cash in on this preference. Offer your customers Arch Preserver Shoes and increase your profits.

The Talbot Shoe Co. Limited

St. Thomas Ontario

The MINER RUBBER CO. Limited

Branches and Selling Agents

The J. Leckie Co., Limited	Vancouver, B. C.
The Miner Rubber Co., Limited	Calgary, Alta.
The Miner Rubber Co., Limited	Edmonton, Alta.
Congdon, Marsh Limited	Regina, Sask.
The Miner Rubber Co., Limited	Regina, Sask.
Congdon, Marsh Limited	Winnipeg, Man.
The Haileybury Wholesalers, Limited	Haileybury, Ont.
Coates, Burns & Wanless	London, Ont.
R. B. Griffith & Co.	Hamilton, Ont.
The Miner Rubber Co., Limited	Toronto, Ont.
The Miner Shoe Co., Limited	Ottawa, Ont.
The Miner Rubber Co., Limited	Ottawa, Ont.
The Miner Shoe Co., Limited	Montreal, Que.
The Miner Rubber Co., Limited	Montreal, Que.
The Miner Rubber Co., Limited	Quebec, Que.
H. S. Campbell	Fredericton, N. B.
The J. M. Humphrey Co., Limited	St. John, N. B.
The J. M. Humphrey Co., Limited	Sydney, C. B.
The Miner Rubber Co., Limited	Halifax, N. S.
R. T. Holman Limited	Summerside, P. E. I.

Miner Rubbers

By giving your customers the best, you satisfy them and they come back again and again.

Miner Rubbers are made strongly of good materials to give extra long wear.

That's why they can help you gain permanent trade.

Order your sorting from any of the above.

Our Growing Girls, Misses, and Childs lines are made with the same care and material as our woman's line.

Eureka Shoes

WHEN a range of footwear gains a place in the front rank in so short a time as did Eureka, there must be a good reason.

We like to believe—and many tell us that this is the reason —that it is because Eureka Shoes represent uncommonly good value; better than most in fact.

For the coming season, when value will be uppermost in most customers' minds we have gone further than ever before in an effort to give the greatest value.

The samples are well worth your inspection. They include Women's One, Two and Three Straps, Button and Buckles, Wide and Narrow Straps.

Eureka Shoe Company

Three Rivers

Style Shoes of Quality

STYLE continues to reign as the deciding factor in merchandising shoes for women. The models which comprise our Spring Sample Line were never more attractively beautiful than they are this season.

But Quality, Fine Fitting and Superior Workmanship, the elements which in addition to style have created and sustained this firm's reputation as makers of "Style Shoes of Quality" are of greater importance than ever before because of the increased discrimination of the public in its purchases.

One of the many new Styles found in our Spring Sample line

Style 2100

Woman's One Strap Tongue Pump, Patent quarter and Vamp, Grey Kid Vamp Trim, Grey Kid Tongue with Patent Inlay, Lausanne last, turn, 2-⅛ inch covered Louis heel.

Our salesmen are now on the road. Shall we have one of them call on you?

UTZ & DUNN CO.

ROCHESTER :: NEW YORK

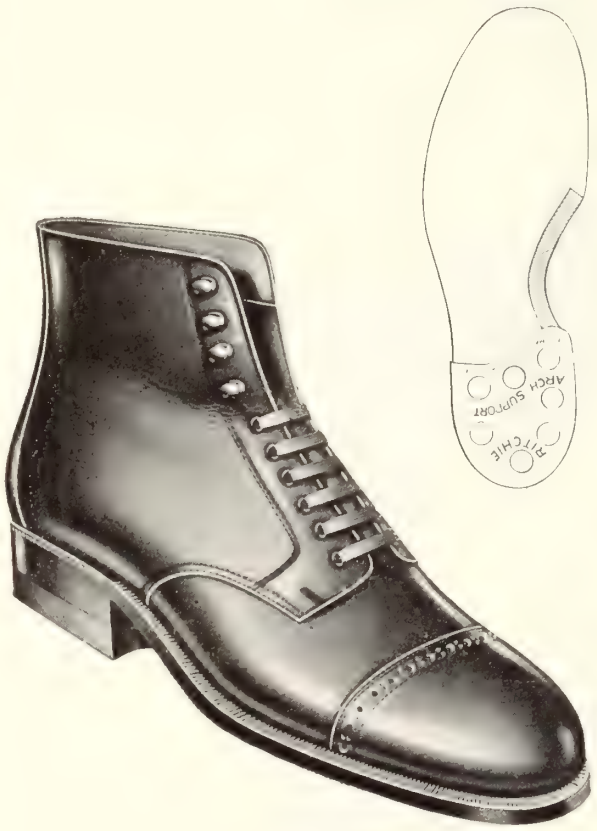
DENVER OFFICE
218 Charles Bldg., Denver, Colo.
TIGER & McNUTT
Representatives

NEW YORK OFFICE
Bush Terminal Sales Building
130-132 West 42nd St., Room 1521
S. A. McOMBER, Representative

LOS ANGELES OFFICE
709 Forrester Bldg., Los Angeles, Cal.
G. C. McATEE, Representative

The "Ritchie" Arch Support Shoe

(See leading editorial feature on Orthopedic Shoes published in this issue)



Made on a last designed by a specialist in the correction of foot troubles.

Specially hollowed out in the shank and under the transverse arch.

Double trussed steel shank securely riveted to insole secures pressure against arch in walking.

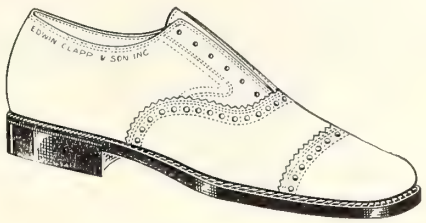
Rubber orthopedic heel, extra long on the inside, supports the shank, and carries the weight of the body, thus relieving the arch.

Made in calf or kid, dressy in appearance, with medium round toe.

Give us the name of your jobber, and we will see that you are supplied.

The John Ritchie Company Limited

QUEBEC



The "Fairlee"

Many of our customers who formerly used London Toes are using and are delighted with

The "Fairlee"

It has made a hit in Vici and Kangaroo as well as in Russia Leathers—

Edwin Clapp & Son Inc.

EAST WEYMOUTH, MASS., U.S.A.

1st

in the

Footwear Field

1st—in Circulation

(57 per cent. more net paid circulation. 67 per cent. more paid circulation among retail shoe dealers and repair shops. 376 per cent. more paid circulation among shoe manufacturers, wholesalers, tanners, etc., than any other shoe paper in Canada.)

1st—in Advertising Volume

1st—in Variety of Products Advertised

1st—in Reader Interest

Lowest—Advertising Rate per Interested Reader

NOTE—Above statements are facts unadorned. These facts are interesting and of vital importance to every manufacturer with a sales message for the entire shoe trade. Write us for the proof of each of these statements.

Footwear in Canada

The National Magazine of the Shoe Trade

"Regal"—achieved *by performance*

The Latest Style Creations in Men's "Quality" Footwear

Style has always been a predominant feature of Regal shoes, yet in the lines we are showing for the present and coming season Corson designers seem to have outshone all their previous efforts.

As a style proposition, they are truly unique.

Style alone, however, would be a pretty poor foundation upon which to build business. Hence something more is built into Regal Shoes—the stamina to maintain that style throughout the life of the shoe, which only the best materials and the best workmanship can accomplish.

See the samples. That is the only way of obtaining a thorough appreciation of Regal superiority.

"ROB ROY" —the last word in a straight last wide toe oxford.

Corson Shoe Mfg. Co., Ltd.

100 Sterling Road
TORONTO

BLUM'S
KREEP-A-WA
—TRADE MARK—

Popular Styles Ready for Immediate Shipment

Style No. A3
WOMENS

Style No. B11R
WOMENS

Style No. M19P
CHILDS

Style No. E52
WOMENS

SEND FOR STOCK CATALOG

Style No. 6MR
MENS

Our efficient In Stock Service enables you to supply your immediate needs without loss of time, thereby helping you to increase your turnover.
A most desirable and attractive array of styles and colors on the floor for delivery at once.
Kreep-A-Wa Slippers are continuously in demand all through the year because of their Quality, Comfort and Splendid Service.

Blum Shoe Manufacturing Co.

Dansville, New York, U.S.A.

Something to be thankful for this year

The Shoe and Leather Trade has "Rounded The Corner"

THANKSGIVING 1922 finds the shoe trade with much to be thankful for.

The present year has witnessed the long-heralded "turn-for-the-better" which is to mark the beginning of our march back to normal times.

From now we see only a road that is straight and smooth. Let's all work together to make the journey as easy and short as possible.

The Breithaupt Leather Co.

Limited

Manufacturers of 'The Standard of Canadian Sole Leather"

Sales Offices:

KITCHENER TORONTO VANCOUVER MONTREAL QUEBEC

Tanneries at:

PENETANG HASTINGS KITCHENER WOODSTOCK BURK'S FALLS

Footwear in Canada

Member Audit Bureau of Circulations

A National Journal of its Findings, Making and Sale, with a quality circulation—every reader a possible buyer.

Published Monthly

Hugh C. MacLean Publications
LIMITED

THOMAS S. YOUNG, Managing Director

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

MONTREAL	PUBLISHING HOUSE of HUGH C. MacLEAN	119 Board of Trade Bldg.
WINNIPEG		302 Travellers' Bldg.
VANCOUVER		Winch Building
NEW YORK		296 Broadway
CHICAGO		14 West Washington St.
LONDON, ENG.		16 Regent Street S.W.

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Vol. 12 **November, 1922** **No. 11**

Is There no Other Effective Appeal but "Price"?

Merchandising to-day, as two thousand years ago, is not a matter of the public coming to the retailer, but of the retailer going to the public. Vendors of old visited the courts of monarchs and spread before them their jewels and precious wares, recounting, in soft, engaging tones, the romance of this ruby, or that tapestry, standing in awe before the beauty of a rope of pearls as they match it to the beauty of a princess, deftly suggesting the enchanting influence of an exquisite perfume.

To-day our conditions are different, but human nature is the same. The same appeals which, in earlier ages, aroused the desire of some eastern potentate to possess a rich jewel or splendid statuary, will arouse the acquisitive instincts of Twentieth Century folk. The consumer to-day is the monarch, to whom the merchant must come with his wares of beauty or utility. He cannot come to him in person, perhaps, but he must come to him through his advertising, through his window displays, spreading before him the merchandise he has to dispose of, bringing out, in apt phrase and clever illustration, the qualities which make it useful and desirable.

We are apt to think that we have made wonderful progress in the art of merchandising, but vendors of earlier civilizations knew more about it than many a retailer who presumes to do business to-day. They did not go around from house to house, shouting that their wares were cheap, cheap, cheap. They showed their goods so attractively, and sang their praises so effectively that the customer's heart became set upon them. Price was discussed afterwards. It was the second consideration—not the first.

Strange it seems that many shoe merchants of the present day, who are supposedly catering to a high class trade, are still using price as their chief advertising appeal. Have their goods no outstanding qualities of appearance, comfort, or wearing value, which make them desirable in the eyes of intelligent customers?

The average individual to-day is more interested in **value** than in **price.**

Keeping Record of Unusual Requirements of Customers

A useful practice which is carried out in some stores is that of recording the name and address of any customer who makes an unusual purchase. Then, if at any future time, there is a special offer of similar goods or a new shipment of them arrived, the matter can be brought to the customer's attention by mail or 'phone. Many merchants will find it advantageous to list every customer whose tastes, and distastes, in the matter of footwear are strongly marked, whose individuality, mental or physical, demands some one particular type of shoe. A retailer doing a small business may be able to keep all these details in his head, but in the larger store a record of this kind would be extremely helpful. It would form the basis of a very effective mailing list—for while this type of customer is frequently a bit hard to handle, when they are handled properly and find a store that seeks to meet their requirements adequately and efficiently, they become permanent clients.

Encouraging Signs on the Business Horizon

There are indications of business revival which even the pessimist cannot overlook, both in Canada and in the U. S. As we are so intimately affected by conditions in the States, it is interesting to note that the full car loadings on U. S. railways for the year ended Sept. 30, 1922, is within 30% of the heaviest traffic on record, which was in the year 1920. The car loadings for a recent week for which figures have come to hand were 58,098, as compared with 36,735 for the same period in 1921, and 39,061, for the same week in 1920. These are surely important and encouraging signs. A representative of "Footwear" recently had the opportunity of discussing the situation with a prominent U. S. manufacturer of slippers. This manufacturer stated that his firm's chief difficulty today was in getting their raw material delivered, on account of the embargo on freight. Com-

when the manufacturers problems was not to secure the materials for the manufacture of his product, but to sell it when he had it produced.

Abuse of Advertising Carries With it a Penalty

Retailers should never forget that misuse of advertising is simply killing the goose that lays the golden egg. If, by improper methods, they shake the faith of the public in their statements regarding their merchandise, the pulling power of their publicity is immediately reduced. Advertising success is based on confidence. Remove that foundation stone, and the whole structure of business totters.

Is Your Business Tuned to the New Wave Length of Demand?

In the good old days consumer demand seemed to be a fairly dependable factor, with well defined seasons of stimulation and slowing up. That was before the war turned merchandising theories and precedents upside down. Now, to the average shoe merchant, it appears as uncertain and erratic as the weather. Just when he thinks is should be booming, it will sometimes drop off suddenly, and on the other hand, sometimes when he's not expecting it, it will bob up and catch him napping. That's how it looks, superficially, but perhaps an actual analysis of the situation would reveal the fact that the seeming eccentricity of demand is really due to failure on the part of the merchant to adjust himself to a new cycle or wave length of demand.

Style and Fashion

Fashion is not a thing. It is an influence, a subtle, powerful, far-reaching, deeply rooted influence. It is more like a political party, a philosphy or a religion than anything else in the world, except that it has more followers than any one party or sect or cult.

Fashion has its origin in those whom it influences most. In this respect it is unlike a political party, a religion or a philosophy. Fashion expressed in dress is the essence of everything most people of good taste like and wear. Do not confuse this with style. The latter is individual. It is the expression of current fashion adapted to a single article of apparel—a fur, a hat, suit, gown or shoes or gloves.

When a woman tries on a new suit just out of the manufacturer's hands, likes, buys it, takes it home and wears it, she is in style and is fashionably dressed, so far as her personal interest goes. If a hundred friends and neighbors like the general lines of her suit, go down-town and buy a similar one or one practically the same, they make that suit fashionable in their own town. They do the same thing locally for the suit that millions of other women have done for it nationally or internationally. This regardless of who designed it or made it. It is a fashionable suit, and all who wear it strengthen its standing. They make it a good style in suits.

Do not confuse the factors in creating and popularizing styles with the style itself. The former embodies creative and distributive factors; the latter embodies true fashion ideas adapted to individual garments.

A Unique Type of Publicity

A retailer whose men's shoe business has been showing good progress for several years past told "Footwear" recently of a unique type of advertising which he has found particularly effective. He has made a specialty of donating cups to athletic organizations, lodges, etc., bearing his name or the name of his store. In every instance, the cup is presented for annual competition, so that it keeps moving around from year to year and keeps in the public eye. Sometimes these cups run into quite a lot of money, but this merchant believes that they are an investment in publicity and goodwill that cannot be excelled.

The Ideal Executive

"In his relations with others, his subordinates, for example, he is never aloof, haughty, unreasonable, or driving, but carefully creates a dignified relationship in which his position is readily understood and appreciated by his co-workers. He develops men. He works through others. He knows how to delegate authority, how to keep many things moving at the same time without confusion or misunderstanding.

"It is necessary also to make others feel that they had something to do with the success of a plan, of a sale or of a good year. The 'I' must be relegated to the background and 'we' substituted.

"The creed of the executive must be to keep on the job early and late, mind and body, believing in success, obtaining it, exuding it and stimulating everyone with whom he comes in contact."

Originality in Window Display

A interesting method of displaying shoes was recently used in a small retail store. An arrangement of steps was employed and shoes of different prices were placed upon them, starting with the lowest priced shoe and following right up to the highest priced number on the highest step. The proprietor states that the trim proved quite helpful and that many customers who came in because they saw the lower priced goods displayed, actually purchased the more expensive lines when it came to the sales transaction.

The Regal front presents an imposing appearance

A Shoe Store That is Distinctly Inviting

The New Regal Establishment in Montreal Appeals to the Public Through High-Class Displays of Moderately-Priced Footwear in Windows of Unique Attractiveness

The Regal Shoe Store in Montreal has got off to a promising start in their new store at 392 St. Catherine St. The location is a good one, and the store presents an imposing appearance to the public. The front is of the lobby type and so shaped as to allow a close inspection of all the shoes in the window and from several different angles. Notice how the lobby widens just at the entrance to the store so that the observer can actually get in behind the window and view the goods from that vantage point. The arrangement is such as to provide the greatest possible length of window frontage in the space occupied.

A Striking Store Front

Mr. A. E. Jones, the proprietor, is a strong believer in the paramount value of window advertising. Hence the care which has been bestowed in ensuring the attractiveness of this part of the premises. The accompanying illustration shows an effective trim, using handsome new window fixtures.

The interior of the store lives up to the impression created by its exterior. One finds oneself in well-lighted, cheerful surroundings, in an atmosphere which is conducive to pleasant transactions. The interior finish is in grey with cartons to match. On the left of the entrance is a shoe shine stand, and on the right a handsome show case for hosiery and findings. Enclosed wall display cases also lend themselves to the attractive presentation of merchandise.

Low stocks, moderate prices, quick-turnover, month to-month purchases—this, in a nutshell, expresses the business policy of the Regal Shoe Store. Mr. Jones is catering to the more conservative middle class trade—people who are most concerned with value for their dollar, who want up-to-date shoes, but don't chase every fad and fancy of the moment. The price range of the goods carried is $6.00 to $11.00, but it is found that a shoe about $8.00 is the big pulling proposition both in men's and women's. A considerably larger proportion of welts than turns is carried in the women's lines. Straps and oxfords run about equal.

Concentrated Selling Effort

"Quick turnover—very good as a business policy," the reader may say to himself, "but how to achieve it is the question." In the case of the Regal Shoe Store, the effort to reach and hold that objective is made with the assistance of an efficient system of stock records. The stock is now in very healthy shape, and Mr. Jones intends to keep it so by careful buying, based on accurate knowledge obtained from these records. In conjunction with scientific buying, however, there must, of course, be scientific selling. In the Regal store, concentration on three or four special lines is the method used to maintain that healthy activity of stock movement without which no business can prosper. These lines are carefully chosen for their wearing qualities and their stability of style—straps and oxfords of snappy appearance, but minus the frills which by their constant variation kill the style value of goods almost overnight. It is by this policy of a small number of standard lines, pushed vigorously, and sold at the

lowest price consistent with wise merchandising, that the Regal store aims to do its part in rebuilding public confidence, which has been so severely shaken, and to make permanent customers out of the experimental shoppers who try its values for the first time.

Clearing the Tail-Enders

There is no shoe business today, or course, which can operate on an absoluetly staple basis. There is always the problem of clearing depleted lines which have to be discontinued, and it is a difficult one to deal with. Mr. Jones states that he has found the use of P. M.'s effective to this end. When a line is approaching its demise, a substantial P. M. is placed on the last pair, which keeps the salesmen right on their toes to secure its speedy exit. A table for odds and ends has also been of assistance. Here the tail-enders are shown at very attractive prices, and frequently the customer who is looking to pick up something cheap finds what happens to suit him among the lot.

Mr. A. E. Jones

Mr. Jones states that business generally has been better since moving into the new premises, and is optimistic about fall trade. Another improvement which he plans to introduce will be the establishment of a special men's department at the rear of the store. The object is to make the atmosphere as congenial as possible for male customers by providing them with a separate section where they can smoke if they like and be perfectly at ease. Every means will be taken in the Regal Store to cultivate the friendly feeling of the clientele.

Ward Carter Company, shoe manufacturers, Toronto, have moved from 692 Lansdowne Ave., to 3114 Dundas St., West. This firm specialize on the manufacture of a sturdy school boot for boys, called the "Hummer" shoe, solid leather, with double soles, McKay stitched to heel. They also carry on a repairing business, having a thoroughly modern plant.

A very effective display of the latest offerings of the Newport Shoe Company was made at the Windsor Hotel, Montreal, during the week ending Oct. 7. Living models were used and a great deal of interest was aroused. Mr. Chamberlain, the head of the company, and Mr. Geo. E. Fortin, their Montreal representative, were both on the job and are well pleased with the results.

Interior view of Regal store looking towards the entrance

Get Your Share of the Christmas Gift Business

People Are Spending Money Freely, Buying Eagerly, at Christmas Time—They Are Looking For Suggestions for Appropriate Gifts— Are You Helping Them to Make Their Selections?

Of late years the shoe merchant who has gone after Christmas business has found it easy to get. The public demand today is for "Useful Christmas Gifts," for "Sensible Gifts." The shoe merchant should start off his campaign for getting Christmas business with one of these phrases as his slogan. It will have a good effect upon himself as well as on the public.

The chief competitor of the shoe merchant is not his fellow shoe merchant down the street, by any means. It is the jeweler, the candy merchant, the hardware merchant, the electrical merchant—and all the other merchants offering merchandise for Christmas gifts. To get a goodly share of the Christmas trade the shoe merchant must arrange his campaign so as to impress the people with the reasonableness and desirability of shoes, slippers, hosiery, etc., as gifts. And he must do more, he must make these items look more reasonable and suitable than jewelery, candy, hardware, etc.

This can only be done by giving time and attention to doing it. The ambition to sell does not make a merchant sell. To sell he must work. A campaign of Christmas advertising is necessary to sell Christmas gifts. Merely having the merchandise in the store is not enough, nor is it enough to go on advertising in just the same way as he has been doing. The Christmas advertising campaign should be different. It should be impressive and by all means full of the Christmas atmosphere. By this we mean it must be charged with the Christmas feeling and spirit, with the light and cheery "good will to all men" spirit.

The Advertising

The newspaper advertising should be made attractive by the use of Christmas illustrations, borders, etc., whenever these can be obtained. The space should be larger than usual, too, because there is more advertising being done now and it is necessary for the advertisement to be seen. Size helps to get attention and it gives the reader an impression of greatness and importance of the message.

Advertisements should be carefully planned to cover all the available lines and styles of footwear that is at all suitable for Christmas gifts. There is no time of the year when the desire to buy is stronger. The people have money to spend for gifts, and they want to spend it. But where? The shoeman must tell them where, by making his wares appear attractive as Christmas gifts.

The first advertisements may tell the people that the Christmas stocks are ready. This message may be first conveyed in the early November advertisements, by using a suggestive line or two. Later the message should be more insistent, until near the first of December the advertisements might be practically given over to the advertising of footwear as Christmas gifts.

In the early advertisements the suitability of foot-

It's a Ticklish Question—

This problem of gift selection. A visit to M___'s gift counter will help you solve it.

A suggestion for a Christmas display card

wear as a gift may be emphasized, but in the later advertisements specific lines of footwear should be emphatcially offered as the most useful and suitable gift of all. In the early advertisements the effort should be to get people educated to the advantage of footwear as gifts and to secure a general looking over of the stock. In the later advertisements the effort should be made to sell specific styles and lines as gifts for some particular class, viz., for some particular member of the family, or a friend. Generalities bringing out the Christmas spirit are all right for the early advertisements, but the later ones should be specific. During the last few days of the advertising "price" will prove an incentive, provided the lower priced articles are offered, but it is not advisable to play too strongly on the "lowness of price" in the earlier advertisements.

Appropriate Window Cards

The window displays must keep pace with the advertisements. In early November the windows can be linked up with the Christmas messages of the advertisements by the use of show cards. "Buy early —our Christmas line of slippers is ready," "Buy your Christmas gifts early—see our slippers now," etc., are suggestions that lead the reader to an understanding of how this can be done without interfering with the regular business of the store.

Along about the first of December the window displays may begin to show a touch of the Christmas nature of the business by the use of show cards with specific messages, and these show cards may be decorated with Christmas Symbols. By the 9th of the month the actual Christmas displays should be in place. It should be remembered that there are only 20 trading days in December this year before the Christmas selling will be a thing of the past, a memory, bright or somber, as the merchants makes it himself. The actual Christmas selling campaign should be well under way by the first of December, and the intensity of the effort should increase every day until the very last moment.

Window Treatment

The windows will bear treatment in several ways to secure attention for Christmas selling. They should be changed frequently. In the early days of the month "group displays" will prove resultful, such as a showing of "suitable gifts for mother," "suitable gifts for father," etc. It is not necessary to give up the entire window to these groups, but groups may be placed in the centre of the window and changed every two days, the balance of the display not being disturbed. Show cards should be used to draw attention to these group displays and to lead the people to a closer examination of the windows.

During the last two weeks the real Christmas decorations should be placed in the window. That is, the evergreens, the tinsel, the red and green, etc. (Do not use Cotton batting or you may have the display ordered out of the window by the fire-chief). Snowy white cheese-cloth or some similar material may be used on the floor of the window and it will probably be quite at attractive as cotton batting. A sprinkling of artificial snow will give it the necessary glitter.

Suggestion for a sticker

The advertising and the windows are the most important part of a Christmas gift selling campaign, but there are two other factors to be considered in the success of such a campaign. First, there must be real merchandise back of the advertising. That is, the footwear suitable for gift purposes must be in stock. A writer recently said, when discussing Christmas gifts: "Any article of merchandise will in some case be more suitable for a Christmas gift than any other article." If this means anything it means that footwear will prove a suitable gift in certain cases. As long as the merchant and his staff of salesmen recognize this fact the merchandise will be back of the campaign, but if they are half-hearted

A blotter like this should help draw the public your way

in their belief of the suitability of footwear as gifts the campaign may fail. By providing Christmas boxes, Christmas wrapping paper, red and green twine, (the Christmas colors) small Christmas stickers, etc., the gift idea is greatly heightened. Many people buy neckwear and braces because they can be procured in Christmas boxes, when they would much prefer to buy something else—for a change.

The second essential to a successful Christmas campaign is that the interior of the store shall give the customer the same impression the advertising did. If a woman reads an advertisement that is illustrated with a holly border and a Christmas cut, and is impressed with the suitability of slippers as a gift for her husband, she will likely pay the store a visit. If she sees the window of the store properly decorated with Christmas symbols her imagination works to the advantage of the merchant and she is confirmed in her decision to "buy a pair of slippers for her husband (or other) if they have the right kind and size." But if she has to stand and look around for the slipper department when she gets inside the door, a part of the enthusiasm for slippers oozes away. If when she is directed to the slipper section she sees nothing but cartons, no matter if she is shown a variety of styles from these same cartons, she will doubt very much if on second thought she had not better buy him a tie, or a card-case, or—anything else but slippers.

Getting the Right Atmosphere

The interior of the store should be given the Christmas atmosphere early in the campaign. It is not too early to start Christmas decorations in the interior of the store early in November. A booth arranged at the rear of the store where everyone entering the store must see it will prove of psychological effect and result in a closer connection of the store with the Christmas gift idea.

A glass show case may be used as the foundation of a Christmas interior decoration. Uprights may be built at the corners, and a roof, or rods used at the top. These should be decorated and finished in Christmas colors and symbols. In the show cases especially good lines for Christmas gifts may be displayed.

While it is true that November is not too early to show the Christmas colors in the store, it it absolutely essential, early in the campaign, that the interior be made to tie-up the advertising and the window displays with the store idea of "Sensible gifts."

A large number of gifts are "picked up" by purchasers of gifts. These picked up gifts are often of trifling value, it it true, but the idea behind these gifts is the same as that in the minds of the people who buy more expensive articles for gifts. The articles purchased for gifts have been purchased because they have been seen on display.

"I always show my line of Christmas slippers and other articles purchased for Christmas selling early," said one shoe retailer, "because the people want to make a choice. I don't care if they do go looking around in other stores. I know that footwear appeals to a large number of people, especially as suitable gifts for inter-family distribution, and those are in the majority. The goods have to sell themselves, in the end, so I give them a good chance to do it." Show the merchandise early. Surround the articles displayed with a Christmas atmosphere.

Right this Way!

Solve your Christmas Gift Problem Now

Can you think of a more practical gift, or one that will be more appreciated, than a pair of cosy bedroom or house slippers?

Of course not!

Then why not come in and take the load off your mind now?

Brown's Shoe Store

251 Main Street

Make Your Christmas Advertising Snappy

The public will do the rest, all but wrapping the parcel and making the change.

There is one point we wish to emphasize. In offering children's footwear as suitable and sensible gifts do not make the mistake of belittling the toy as a gift. There is nothing more fatal to business than that, for the shoeman who is hard-hearted enough to do it will probably be given scant attention by the parents. Footwear makes a suitable addition to the number of gifts for children, but it does not take the place of other gifts.

If the business is large enough to employ a Santa Claus, even for an afternoon, the results in advertising are tremendous. The children of a town of city are great advertisers. Let them be pleased with a store and the store will prosper. For this reason, if for no other, the employment of a Santa Claus should be carefully considered.

Little gifts to junevile visitors to the store—with parent or guardian—are also worthy of consideration. Not because of the direct sales from this part of the campaign, but from the good will these things create.

The people have money to buy. They are anxious to buy the best possible gift for the money. They will buy something, why not shoes?

Putting Corrective Types of Footwear on the Market

A Scientific Phase of the Shoe Business That Opens up Big Opportunities for the Merchant Who is Properly Equipped to Take Care of it—Percentage who Want Foot Comfort and Protection First is Increasing

Corrective and orthopedic types of footwear are coming more and more into prominence. People are coming to realize the importance of their feet. They have learned by experience that this marvellous mechanism provided by nature for man's locomotion cannot be abused with impunity, and to-day the percentage of the consuming public who are demanding comfort and protection first in their shoes is steadily increasing.

Dawn of Common Sense in Footwear Selection

It is an encouraging sign. It reflects upon the intelligence of this generation. There have been people, and there are still some, who have regarded the foot, principally, as a means for displaying Fashion's last word in footwear. But, while there is no less emphasis on style, there are many indications that a more rational viewpoint is gradually being adopted. Customers are no longer taking it for granted that a shoe must be "broken in" before they can wear it with comfort. When they suffer with their feet, they don't look upon it as inevitable and bear it with philosophic silence—they curse the shoe and the shoeman who sold it, and determine they will go elsewhere next time. Nor is there the same prejudice that there used to be about the wearing of large size shoes. There was a time when it was not considered fashionable to wear a shoe larger than a 4½ or a 5 at the outside, and women tried to force their feet within the confines of such a shoe, regardless of their actual requirements. Recently, however, some intelligent and tactful individuals, many of them shoemen, have been pointing out that a large foot may often be as graceful and attractive as a small one, and that the prettiest foot is one that is well formed and in proportion to the size of the body. Propaganda of this kind has had a very salutary effect upon the feminine attitude, and to-day very many go to a shoe store to get properly fitted without reference to the size of the shoe. There is wide scope for further educational work, however, and it's up to the footwear industry to carry it on.

Public Will pay More for Foot Comfort

From the shoeman's viewpoint, this trend toward the wider use of corrective and orthopedic footwear has many advantages to commend it. Shoes of this class are not "cheap." They are usually manufactured only of high quality materials and exhibit high class craftsmanship. People know they are getting something more than they get in the ordinary shoe, and are willing to pay a substantial price. There are many who, though in the ordinary way they would not think of paying more than $8.00 or $9.00 for a pair of shoes, are quite willing to pay $12.00 or more for a shoe that will relieve their foot troubles.

Another equally important advantage is the making of satisfied customers. If the salespeople are live, efficient, and properly trained in the diagnosis of foot troubles and the methods of correcting them, they will give to many sufferers a relief which will make them the friends of the store for life.

Repeat Orders Handled in Minimum Time

Further, while the first time a customer is fitted with a corrective shoe the transaction may take a little longer than the average, if it proves entirely satisfactory, the customer will come back again and again for the same shoe and each succeeding sale will be made in the minimum time and with the minimum trouble.

What should be the ideal of the Canadian shoe industry, if not this: That Canadians should be a well-shod people with healthy and shapely feet. Corrective and orthopedic footwear are an important factor in the attainment of this ideal. Common sense would dictate that the most comfortable and healthful type of shoes that can be produced should be worn during the working day by every man, woman and child. In the evening, when we want to fuss up for the reception or the theatre party, we can wear what footwear we like. But during the working day, the best interests of the feet should receive first consideration.

Stiff and Flexible Shanks

An important question in connection with the relief of foot troubles and the promotion of better feet is: What type of shoe is best adapted to the purpose? On this subject diametrically opposed opinions are held by different shoemen. One class of orthopedic or corrective shoes feature the stiff shank, with built-in support, while another features the flexible shank. Which is superior? That is just where the division of opinion comes in. There are those who swear by the stiff shank and there are those who will stake their reputation on the flexible shank. Probably, the correct attitude to take is that each has its use and that the one will prove helpful and beneficial in cases where the other would be ineffective. The viewpoint held by some authorities is that the stiff shank finds its greatest usefulness in the case of those,—older people, generally—whose feet have reached the stage where they are past restoration to normal, while the flexible shank is particularly beneficial to feet which may be in a weakened condition but which have not suffered any irremediable injury. It is claimed for the flexible shank that it brings into play certain muscles of the arch which, through exercise, become strengthened, and that the whole foot thus becomes toned up and functions more efficiently as a result.

Are you a member of your trade organization?

"Foot Comfort" Section a Source of Satisfied Customers and Increased Sales

Robt. Simpson Co., Toronto, Secure Very Gratifying Results in Sale of Corrective Shoes—Efficiency of Salespeople a Most Important Factor

"A very profitable class of business," was the verdict of Mr. W. Waller, manager of the Robert Simpson Company's shoe department, when asked regarding the results from the sales of corrective types of shoes. The company recently installed a special "Foot Comfort" section for this kind of footwear and it has proved a very valuable source of revenue and goodwill.

When the management decided to inaugurate this feature, their first step was to hold a demonstration week. A foot specialist from Boston was in attendance for the occasion and showed by practical demonstrations how the type of shoe being offered promotes the health and comfort of the foot. He also gave personal advice to those who were suffering from foot troubles.

The demonstration was widely advertised in the newspapers during the entire week, with the result that 450 pairs of this special footwear were sold in that period. And since that time, without special advertising, the sales have run from ten to twenty-four pairs a day. Just what this business means to the company will be realized when it is pointed out that the shoes sell at $14.50 and $15.00 a pair, for black and brown, respectively.

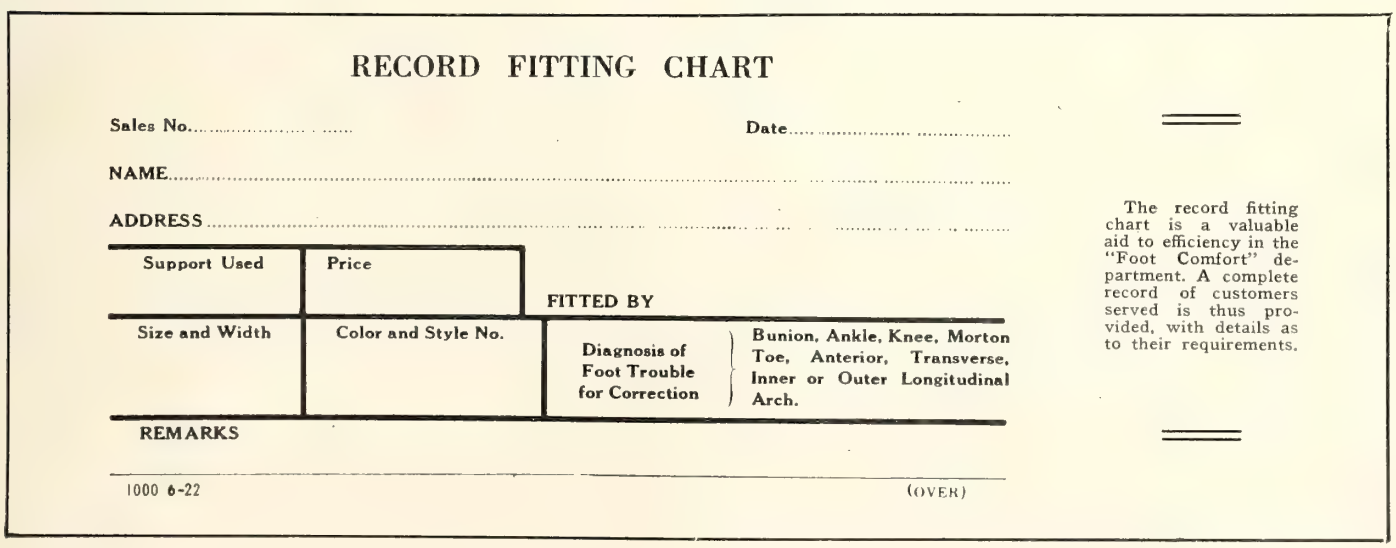
One of the first essentials to the successful operation of an "orthopaedic department," Mr. Waller emphasizes, is highly-trained and thoroughly competent sales' help. When you advertise to the public that you can offer them relief from their foot ailments and customers come to you confident that you can do for them what you claim, you've got to deliver the goods or lose their goodwill, which is incomparably more important than the profit on one sale. But how can your sales people deliver the goods, if they don't "know feet," if they can't diagnoze the trouble from which the customer is suffering and apply the necessary remedy by the scientific fitting of the foot and, perhaps, the use of foot appliances.

The success of the Simpson department, according to the management, is due in considerable measure to the whole-hearted way in which the members of the staff have set about learning all a salesperson ought to know about feet and shoes. No less than fourteen of the sales' girls are graduate practipedists, and one member of the staff has, in addition, a diploma which qualifies her to practice as a chiropodist. Results may be judged from the fact that one of the saleswomen recently sold over $200.00 worth of corrective shoes in a day.

The sale of foot appliances works in very well with the sale of orthopaedic footwear, Mr. Waller has found. The one helps the other. A customer may come in looking for appliances when a pair of orthopaedic shoes will best meet the case, and vice versa. The highly-trained salesperson knows just what is required and gives the service that will ensure her satisfaction. How profitable the foot appliance section has proved is indicated by the fact that one day's sales recently amounted to $90.00.

One of the cuts reproduced herewith shows a record fitting chart used in connection with every sale of a pair of Osteotarsal shoes. The salesperson fills in the information called for on this card—name and address of customer, date, size and width of shoe fitting, color and style number, diagnosis of foot trouble for correction, supports used (if any), and by whom fitted. This forms a complete record of the transaction, and on the next occasion when the customer comes to purchase a pair of shoes, the card is referred to. If it is found that the fitting is exactly the same as for the former pair of shoes, a note is made of the fact, and the customer is advised that, in future, when she requires a new pair of shoes, it will not even be necessary for her to visit the store—she can obtain exactly what she needs by calling up on the telephone.

As time goes by and a phone-order business in shoes is developed, through the assistance of the record fitting charts, the saving in time both on the



RECORD FITTING CHART

Sales No..... Date.....

NAME.....

ADDRESS.....

Support Used	Price	FITTED BY	
Size and Width	Color and Style No.	Diagnosis of Foot Trouble for Correction	Bunion, Ankle, Knee, Morton Toe, Anterior, Transverse, Inner or Outer Longitudinal Arch.

REMARKS

1000 6-22 (OVER)

The record fitting chart is a valuable aid to efficiency in the "Foot Comfort" department. A complete record of customers served is thus provided, with details as to their requirements.

"Foot Comfort" Section in the Robert Simpson Store, Toronto. The X-Ray machine shown at the left (the first installed in Canada) is a valuable auxiliary in correct fitting. Note, also, the splendid display cases

The Foot Appliance Counter in the Robert Simpson Shoe Department does a large business and works closely in conjunction with the Foot Comfort Section

part of the customer and the salesperson will be very great. A two-minute phone conversation will suffice to sell a $15.00 pair of shoes, where in the ordinary way, perhaps a half hour or an hour might be consumed in completing the same transaction.

A rather remarkable fact is revealed through the record fitting cards, which is that the great majority of the corrective shoes sold are in the larger sizes. A count of approximately one hundred cards taken at random from the index file showed that over 75 per cent. of the customers represented had been fitted with shoes from size 5½ upward. The largest size sold was 11, which sounds almost like a record in women's shoes. Very few corrective shoes are sold in smaller sizes than 4½.

From this, one would deduce that women with large feet are more susceptible to foot troubles than their more Cinderella-like sisters. Perhaps this is due to the fact they are bigger—for big feet are an indication of big bones—and the foot troubles are the result of the greater weight which has to be sustained. However, it is a matter for some speculation on the part of the shoeman.

Up until recently, the orthopaedic department in the Simpson store was catering to women only, but the results thus far have been so satisfactory, that corrective shoes for misses and children have also been introduced. The business has been further developed, besides, by adding a less expensive grade of corrective shoes for women. This line sells at $10.00 and $11.00 and is attracting a large number of customers to whom the $15.00 figure would appeal as being too high.

The next step will be to offer a similar service to men. Plans are already under way to this end, and in the near future this new feature will be initiated.

Converting Women Customers to the Use of "Nature-Shaped" Shoes

You've First Got to Sell Them on the Appearance of Your orrective Footwear—Often a Tough Proposition, but Always an Interesting One

By SADIE WALKER*

I am very enthusiastic about our corrective shoes —and not without good reason. When customers come back to you and say, "I must tell you that this is the first time in years I've known what it is to have real foot comfort. To walk a few blocks used to be a penance to me—now I can walk **miles.**" Well, ain't it a grand and glorious feeling? Yes—both for the customer and the salesperson. And this hasn't happened once, but scores of times. Never yet, I believe, have I fitted one customer with corrective shoes who was not thoroughly satisfied.

So with me it has come to the point that I don't want to sell anything else. Not that it's an easy job selling this type of shoe—but when you sell 'em they **stay sold.** Of course it's with women that I have been dealing exclusively, and, while I'd be the last in the world to criticize my own sex, I must admit that Fashion has many of them on a leading string with which they'd rather strangle themselves than let go. They're like Mary's little lamb—very docile in following Mary, but very stubborn if you try to make them follow anyone else. The only way to handle them is to "guide Mary," or, in other words, set a new Fashion.

Sell the Woman Customer on the Appearance of Corrective Shoes

When a woman comes to our "Foot Comfort" department, she generally wants an impossible combination—a shoe that will correct her foot ailments and which at the same time will look just like the one that caused them. You have to sell her first and foremost, not on the comfort of your corrective shoe, but on its **style and appearance.** The biggest difficutly, as a rule, is to get her to put it on at all. It looks just a little odd, by comparison with what she has been wearing. When I first started handling corrective types of footwear myself, I admit I was a bit prejudiced against its appearance, but the longer I have been selling it, the better I like it. I figure that you can't improve on nature, and it's the "contrary-to-nature" lasts that now look odd to me.

However, you have to take this initial prejudice into account, and seek to eradicate it by diplomatic treatment. Always keep in mind that a corrective shoe looks better on the foot than it does in the hand. Once you have the shoes fitted on the customer and show them to her in the mirror, so she can see her feet as others see them, the battle is more than half won. She begins to get a foretaste of a paradise of physical comfort that she had not thought possible, and at the same time she discovers that her feet don't look so strange after all. As a matter of fact, to my mind, there is no shoe so graceful as a well-fitted corrective shoe.

Handling Difficult Customers

Some of the women who come to me to be served, are what one might very conservatively describe as "difficult." Their feet are sore, and their heads likewise. You start to measure their foot—"Oh! You needn't measure my foot. I wear a 4D." "But, Madam, I have to measure your foot in order to fit you properly," you answer, mentally estimating meanwhile that she ought to be wearing at least a six. I find it necessary to be very insistent with this type of customer. Of course, one must not allow one's self to become irritated, but as soon offer taffy to a dog with the hydrophobia as adopt the meek and acquiescent attitude toward an unreasonable woman customer. Be courteous and polite, but just as positive as she is, or a little bit more so. Some salesgirls are inclined to run away when they find they have tackled a termagant in a tantrum, but for my own part I like the satisfaction of pushing the matter

*Saleslady with Robert Simpson Co., Toronto.

to a conclusion—and generally it results in a sale and a well satisfied customer—if you can once get the shoe on her foot.

The Necessity for Candor

When dealing with this type of customer, it's not much use trying to dodge her questions. Better anwer her directly and candidly. After you have measured her foot, she'll insist on knowing the size of the shoe you are fitting her with. I don't try to beat around the bush. If it's a six or a seven, I tell her so. Of course, if you can avoid telling her, without arousing her suspicions, well and good. But a deliberate falsehood is a mighty poor foundation on which to build a satisfactory sales transaction. However, look out for squalls when the lady hears it's a 6½C you're offering her. If her blood pressure is as high as her temper, something resembling an apoplectic fit may ensue. But she'll get over it. And by the proper methods you can temper the wind to her shorn vanity. The verbal exchange may be something like this:—

"SIX—and-a-half-C," this in a little shriek, while the lady is, figuratively, three feet in the air. "Why I tell you I've never worn a shoe larger than a 4B in my life, and I don't intend to. Six—Good Heavens, do you think I'm going to make myself look as if I belonged to a circus sideshow."

"But, madam, you know we are long past the stage of fitting by sizes. What's in a number, anyway? What does it matter whether a shoe is marked with a 6 or a 4—if it looks right? And, after all, the actual difference between a 6 shoe and a 4 shoe is small—only an eighth of an inch to a half size. Just look and see for yourself. This is not a large shoe."

"It doesn't matter—you needn't try it on. I'm not going to wear a six-and-a-half shoe."

Where Backbone is Necessary

"You've come here, madam, suffering with your feet and you want us to give you relief. If we're to do that, you must place yourself in our hands. There's no use in your going to a doctor if you refuse to take the tonic he prescribes, and there's no use in your coming to us if you refuse to wear the shoes we prescribe. Your troubles have been caused, largely, by your wearing a shoe that is too small. Here's a shoe that is just right—no larger than should normally be worn by a woman of your height and build. On the foot, it is a beautiful shoe, both in appearance and in fit. I'm not forcing you to buy it if you don't want it, but I'm going to try it on you, just to show you that what I say about it is correct."

At this point, I act quickly and with decision, and before the customer has time to make any reasonable objection, the shoe is on her foot. Then I bring forward the mirror, which is my best argument. I show her that the shoes are neat, well-fitting, graceful, and she feels for herself that there is a comfort in them that she has never known before. There may be a little half-hearted objection, but in nine cases out of ten the battle is already won.

Short Fitting the Main Source of Foot Troubles

The great majority of customers, I have found, owe their foot ailments to short-fitting shoes. Their toes are crushed back, placing a strain on the metatarsal arch which frequently breaks it down. My experience indicates that even to-day, with all our advancement in scientific shoe fitting, easily 75 per cent. of adult women are wearing shoes a size too short, or more. It is very seldom that the trouble has been caused by too narrow fitting.

Most women and girls, of course, want low shoes, but there is a fair percentage of matrons who will wear the high-cuts. In some cases, it is imperative that they use a boot, for the ankle will actually bulge over the collar of the oxford. Where the customer has had trouble through paralysis, also, we always sell a boot. There is no question in my mind but that in severe winter weather, the high-cut ought to be worn by all, both from the health viewpoint and for the purpose of preserving the shapliness of the limbs—but we cannot fly too directly in the face of style sentiment.

However I feel sure that the trend will continue more and more toward the adoption of comfortable and sensible shoes for street and general wear. If women and girls will wear correct shoes while they are at work during the day, they can wear anything in reason that appeals to them at the party or the dance without untoward effects. Give the foot a half a chance and it will do its duty with complete submission. And the majority of well-bred girls today are beginning to realize that no shoe can be called stylish that does not fit properly.

Lengthening of the Feet Under Certain Conditions of Work

A large percentage of corrective and orthopaedic types of footwear are, of course, sold to nurses, shopgirls and others who have to be on their feet all day. An interesting point to note in this connection is that where the feet have to bear the weight of the body for long hours every day, there is a tendency for them to gradually lengthen. I have a specific instance of this in mind. It was the case of a young woman whom we fitted with a pair of shoes size 5A just before her entrance into hospital as a nurse. She had previously been wearing a 4½ shoe, but we decided that she needed the extra toe room. In less than a year she came back for another pair, and we found that she now required a size six. Her foot had lengthened more than a whole size in the interval. This is by no means an exceptional case—rather it it the rule—and it indicates the necessity of keeping an eye on the customer after you have sold her the shoes.

Dat's It

In France some American negroes were sitting beside the road, away behind the battle lines, watching the troops moving forward to the front. These negroes were commenting on the names of the regiments which marched by. (Many of the regiments raised in England were named for the counties in which they were recruited, as "Kentish Rifles," "Northumberland Lancers," "Third Yorkshire Infantry," and so forth.) As these British troops marched by, one of the negroes took delight in calling out the name or number of the regiment. Suddenly down the road came a regiment of Highlanders in kilts. The negroes had never seen a "'kiltie' regiment," and one of them cried. "My! My! Look dere, Sam, what am dat? Dey is too big for women and dey cain't be men 'cause dey is wearin' skirts; what do you-all s'pose dey is?" "Why," said Sam, "dey is dat Middlesex regiment."

Some Representative Types of Corrective Footwear

The "Arch-Preserver"

The shoe illustrated herewith is one of the best-known of corrective types of shoe—the Arch-Preserver. The particular and patented feature is the steel bridge or arch, anchored at the heel and ball. This, it is claimed, gives the same walking basis as though the bare foot were on the floor, and carries out the intention of nature by providing a pressure under the inside of the arch, with an unbreakable support at heel and ball.

In explaining the principles of the construction of the Arch-Preserver shoe, the manufacturers make the following points:

"Nature planned the foot to be bare, and to rest flat on the ground as we walk. This provided the support required at all contact points. And as long as

The "Arch-Preserver" for men—manufactured in Canada by the Talbot Shoe Co., Ltd.

people walked barefooted, or in sandals, moccasins and other heelless footwear, there were no foot troubles.

"But Civilization added the heel, raised the rear of the foot, and not only left the arch unsupported, but shifted more of the weight on to this unprotected part of the foot. The normal foot is so designed that

Two examples of the "Arch-Preserver" shoe in womens models—manufactured by Selby Shoe Co.

when resting flat on the ground the rear part of the foot carries about 75% of the weight of the body. But when the heel is raised, the "line of thrust" or the weight is thrown forward, and this percentage is greatly decreased; instead, more falls upon the arch and ball of the foot, and the arch of an ordinary shoe is the weakest part.

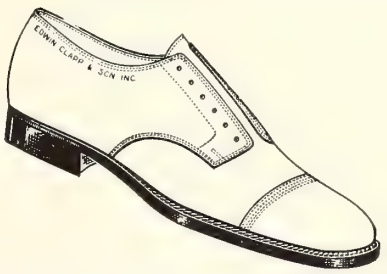
"We have no prejudice against heels, so long as they are not unnecessarily high or small. But we do take exception to the unsupported arch of the foot, because this feature of modern shoes has caused foot annoyance for so many people. It has been stated by reliable orthopedists that 90% of all women have foot trouble of some sort or other."

A further feature of the Arch-Preserver Shoe is that it provides a transversely flat walking base for the entire length of the foot, which, it is claimed, meets the requirements of the foot when bearing weight.

The "Archway"

The "Archway" shoe for men, one of the well-known types of corrective footwear, is, according to the description of the manufacturers, "a shoe in which the innersole, without the aid of any steel or other stiffener in the shank, will exert in every position that the foot can assume a gently and constant lifting pressure, under the arch."

This feature, it is claimed, while bringing immediate relief and support to the tired or painful foot, at the same time, though its flexibility, begins at once to exercise a curative effect upon the muscles and causes



The "Archway"—manufactured by Edwin Clapp & Son

them to so strengthen and improve by activity that they are enabled again, in a normal way, to assume control over the bones of the foot and to hold them in place.

The manufacturers realize, however, that not every type of foot will respond to treatment by their "Flexile" method, as it is called, and have therefore arranged to equip the "Archway" with a specially designed metal shank, made of spring steel, to take care of such cases—which they claim, however, are exceptions to the general rule.

Ritchie Arch Support Shoe

The Ritchie Arch Support Shoe is especially hollowed out in the shank and under the transverse arch with the object of making the shoe fit upon the bottom snugly under the arch. A double trussed steel shank is securely riveted to the insole to maintain the pressure of the snug fit during the life of the shoe. The riveting, the manufacturers point out, prevents the wearing of the shank through the sole and secures the pressure against the arch in walking. A rubber orthopedic heel, extra long on the inside, supports the shank in direct line with the bone of the

leg, and carries the weight of the body, thus relieving the arch.

A rubber orthopedic heel is another feature. This, it is claimed, supports the shank in direct line with

The Ritchie Arch Suport Shoe—manufactured by the John Ritchie Co., Ltd.

the bone of the leg, and carries the weight of the body, thus relieving the arch and avoiding the necessity of any other supports.

"Nature Arch"

Hartt's "Natur-Arch" is built with an internal elongation of the heel and a flexible shank. It is claimed that:

The "Arch Defender" for women. A shoe combining a flexible shank with spring steel support—manufactured by Defender Shoe Co. For fuller details see September issue of "Footwear"

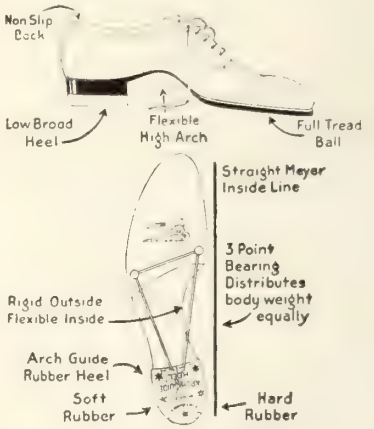
"The internal elongation of the heel prevents: (a) descent and rotation of the astragalus; (b) stretching of the ligaments; (c) tension of the flexor tendons as they pass under the internal malleolus, as they go to insertion in the toes and foot.

"The oblique, flexible construction of the shank with the ball permits of: (d) Natural functioning of ligaments, muscles, tendons and other soft tissues, thus preventing their atrophy through lack of function, a most essential feature in the arrest and prevention of flat-footedness.

"The corset-like design of the vamp with the top of the shoe, and the supportive action therefrom, affords: (e) a pleasant feeling of comfort; (f) free, natural, unembarassed action of the toes; (g) prevention of the tendency of the foot to advance toward the toe of the shoe."

"Osteo-Tarsal"

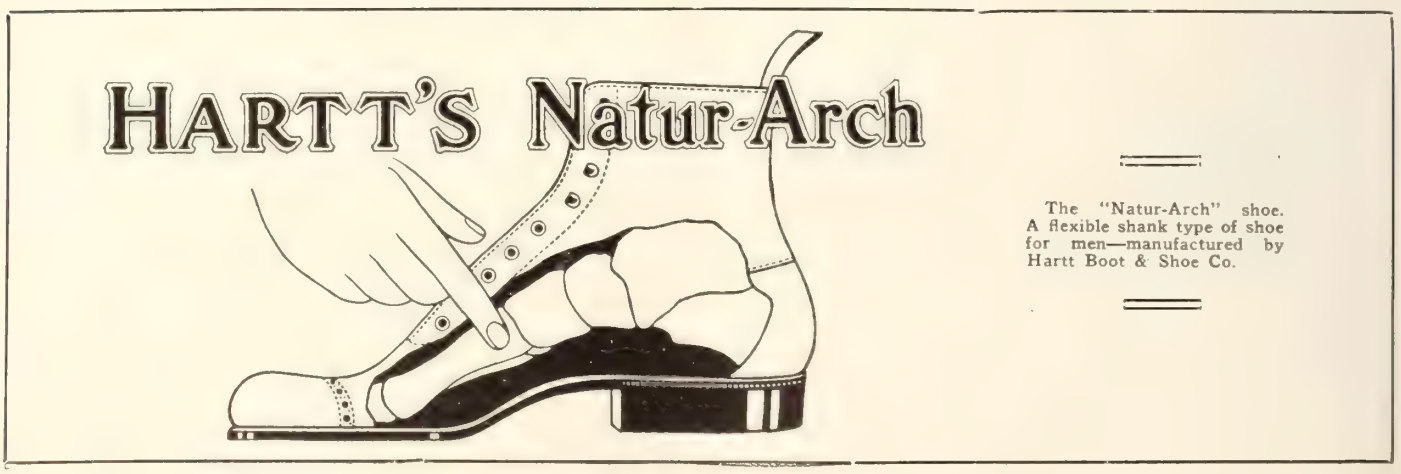
The manufacturers of the "Osteo-tarsal" shoe emphasize the "three-point-sole-weight-carrying centre." They claim that a shoe built on this principle eliminates the use of "arch props," poises the foot as nature intended and gently guides the bones and muscles into their natural position, thus relieving the weight pressure on the inner arch.



Illustrating the features of the "Osteo-Tarsal"—manufactured by Thos. G. Plant Co.

The "Osteo-tarsal" shoe has a flexible arch and is so named because intended to produce an "osteopathic" effect on the "tarsal" bones of the foot. By gently exercising the muscles and ligaments attendant, it is claimed that it scientifically corrects many ailments of the foot.

Important advantages are also claimed for the "Arch Guide" rubber heel, which is a feature of the "Osteo-Tarsal" shoe.



The "Natur-Arch" shoe. A flexible shank type of shoe for men—manufactured by Hartt Boot & Shoe Co.

Interior view of the Harry Bell Shoe Store. The Children's Depart ment at the rear has just recently been added to the premises owing to expansion of business

"Pep" and Service Create New Business for The Harry Bell Shoe Store

And Enlarged Premises Have Been Required to Take Care of It—Long Established Store Continues to Progress Under New Management

The Harry Bell Shoe Store is a fine example of a prosperous uptown store. It has been catering to folk in the Northwestern Section of Toronto for over twelve years and has actually made a place for itself in the community. The name now stands for something among the people of the district. When they think of "Harry Bell the shoeman," they think of footwear values. For this reason, the name remains the same, though the management has recently been changed.

Early this year, in February, to be exact, Mr. H. L. Scythes took over the entire interests from the Bell brothers, and has been carrying on the business along the same lines, while putting into it the whole weight of a vigorous personality and introducing new advertising ideas. The result of this infusion of new ideas and added vim applied to a business already well-established and thriving has been a development of trade which has taxed the capacity of the premises. It has been found necessary to provide more space, and the store has been extended to the rear, giving it a total length of 92 feet. The alterations were completed at the beginning of the present month, and the accompanying illustration shows what ample and attractive accommodation is now available for customers.

The added section of the store is being devoted to the children's trade and is specially fitted up for that purpose. A large proportion of the firm's turnover is in juvenile footwear. This is the logical result of the location of the store. It is situated on the busiest block of a great business street, the district to the north of which comprises a great working class suburb. It is from this section that the Harry Bell store draws the biggest part of its custom. The parents come along and buy their own shoes, but to each married couple, at a very moderate estimate, there is an average of three or four children—for the families, in many instances, are quite large. It is from the little folk of this rising generation that the big demand for shoes comes. Sometimes Dad and Mama will come to the store with as many as six of them, and set them all down in a row to have them fitted with new footwear.

A Live Advertising Idea

Service to the kiddies is therefore one of the keynotes of the Harry Bell store. School shoes are a strong feature, prices ranging from $3.50 to $5.00 An excellent advertising idea has been initiated by Mr. Scythes for boosting this class of footwear. It is in the form of a school scribbler, on all four inside and outside covers of which attractive advertising is carried, with the name "Harry Bell" in strong promi-

nence. The front cover is shown in the accompanying illustration. This scribbler is not distributed promiscuously to the public, but with every pair of shoes sold, a scribbler is inserted in the carton. It is believed that this method is more effective than handing it to the customer in the store, because there is an element of surprise in it. When the parcel is opened up at home, there's something there that wasn't looked for. "Why here's something else for you, Mary," exclaims the mother, "a nice new scribbler." "Oh Goody," says Mary, "I'll take that to school tomorrow." Thus, scores and hundreds of Harry Bell's ads. go to the schools in the Earlscourt and St. Clair districts, where inquisitive young eyes are quick to spy them and ask, "Where'd you get that? Where can I get one?" Children are first class advertising mediums.

Front cover of advertising scribbler

Emphasis on Value Rather than Price

The adult trade is, of course, also quite important. Prices run from about $4.85 to $9.85, the latter being the highest figure for any shoe carried both for men and women. Some shoes are below the $4.85 mark, but very few. Mr. Scythes says he finds little or no complaints about price from the better class of working people. They want good shoes, and are willing to pay a reasonable price for them.

It seems a very encouraging sign of the times that this healthy emphasis on value, rather than on price, is in evidence among the laboring element of the population. The Harry Bell store encourages it by giving the greatest possible shoe mileage for the money. They stand back of the goods sold, and make the satisfaction of the customer their watchword.

A Model Store

The illustrations on the opposite page show a very beautiful model shoe store built by the A. E. Nettleton Co. in their factory at Syracuse, as an example, for the benefit of their retail customers.

Wholesaler Reports Conditions in West Greatly Improved

Conditions for the past six weeks have shown very much improvement both as to payments and for immediate orders according to the latest report from Mr. J. J. Kilgour, president of the Kilgour Rimer Co. Ltd., Winnipeg. He says the merchants are very careful in buying or placing for spring, which no doubt is very sensible, but might be carried to excess, as goods in his line will be much higher for spring, owing to the fact of higher prices of hides, which increase passes on to the leather. The Kilgour Rimer Co. Ltd., have recently received a raise in prices of 5%, and expect a further advance before long, as the tanneries have only been putting in enough hides to supply the demand, and the demand has been very light during the past six months. Now with a bountiful crop all over Canada, the increased demand is bound to be greater than the supply. Mr. Kilgour is quite alive to the fact that the masses are looking for cheaper prices, but he is satisfied that shoes will not be cheaper for some time to come, and the wise merchant will cover his requirements for Spring at once. There have been thousands of pairs of shoes sold in the past six months at very much less than the market price, for the very reason that the wholesalers were caught with heavy stocks, and a light demand, therefore they had to unload at almost any price. There is every reason to believe these surplus stocks are now exhausted, and these same goods cannot be replaced at anywhere near the same prices.

THE Nettleton SHOP

Where Must the Readjustment be Made in the Shoe Industry?

Some Retail Opinions on the Present Situation with Regard to "Supply and Demand"

One of the problems of the readjustment period is the difficulty in harmonizing the production system with the distribution system of the shoe industry. It is because of the lack of accord between these two factors that most of our difficulties have arisen. The question is, "How can they be brought back into harmonious working relationship?" With the object of bringing forth the opinions of some representative shoe men. Footwear in Canada recently addressed a letter to a number of retailers regarding the situation and some interesting replies have come to hand. We are reproducing two of these, one from Mr. George Gales, of Montreal, another from Mr. Rowland Hill, Jr. of London, Ontario, and the third from Mr. C. F. Rannard, of Winnipeg, in subsequent paragraphs. Our original letter, in which the matter was brought to their attention read in part as follows:—

"Seems to us that the rather delicate mechanism of 'Supply and Demand' has a severe shaking up and that there are some 'knocks' and 'rattles' in its operation that need looking into. Or, if we may put it radiographically, the apparatus of production is not in tune with the apparatus of distribution they are adjusted to different wave lengths."

"Plainly, since the old semi-annual buying schedules have been upset, the manufacturers have been operating under difficulties. One month they may have a flood of rush orders which they cannot fill in time. The next month they may have scarcely enough business to keep the wheels turning.

"Now, the question in our minds is: Where is the readjustment going to be made—in the production or in the distribution system? Must the retailers work back again to the former two-season buying system, or must the manufacturers make still more drastic changes in their organization and methods to adjust themselves to the present rapid-fire demand from the retail trade? The industry, we feel, is not operating at its highest efficiency. What do you think should, or can, be done about it?"

Mr. George Gales offers the following opinion on the situation:—

Will "In-stock" Dept. Solve the Problem?

"It is a hard question to give an opinion on at the present moment. Of course from the manufacturer's standpoint it is some hardship to have orders come in the way they have during the past period, but I do not see any relief in sight for some time. In fact I think it has been a curse to the retail trade that such large orders should have been placed so far ahead, and that from now on the majority of retailers will buy a limited portion of their requirements early leaving fairly good margin to be picked up as seasons and styles go along.

"Another thing one must remember is that since the drop in prices the retailer would no sooner receive a line of merchandise than he would receive a market quotation which was considerably less than what he paid for them, and naturally this does not give him a good taste in his mouth.

"Candidly speaking the only way out of the present condition to my mind is that there will have to be more stock lines carried by the manufacturers. I do not mean a great big extensive catalogue of lines and sizes that they advertise that they will carry in stock and then when it comes down to order one or two staple lines they have practically nothing, but for them to pick out several of the best lines which they make and keep them going through the Season."

From Mr. Rowland Hill Jr. we have the following interesting comment:

"The old method of buying six months in advance is a thing of the past, while the present system of buying for immediate use only has surely come to stay. In our opinion the manufacturer will have to find his own solution to the problem.

"The method of rapid-fire buying and selling is primarily the result of the efforts of the perplexed shoe man to meet the ever-changing whims of fashion. In addition to this the successful retailer of to-day is learning the lesson of the value of rapid stock turnover.

Retailer Ready to Pay Higher Price for Immediate Service

"In spite of the accepted fact that this rapid style changing and frequent buying method is increasing the cost of production, the merchant is willing to pay the increased cost rather than meet the present demand of the public handicapped with only twice a year buying.

"Our methods and experience of carrying on business successfully ten years ago are not worth much in the present struggle. Success to-day comes to those who would recognze present conditions and change their methods as often as changing times demand. 'The survival of the fittest' still obtains in the shoe business of to-day.

"In our opinion the retailer has responded more quickly to this new order of things than the manufacturer. Possibly that may be accounted for when it is considered that the retailer is more closely in touch with the public's demand, and knows that his success depends on his ability to supply that ever changing demand. The result is that the retailer has accepted conditions as they are and is almost if not entirely adjusted to the present order.

"We admit that many retailers have dropped out of the race under the rapidity of the change but the retailers of to-day as a whole have their business stabilized to a satisfactory degree and are now in a position to enjoy to the full the prosperity that we are surely approaching.

Present Buying Conditions Here to Stay

"As for the manufacturer, his problems have been, we are led to believe, even greater than the retailer's. How he can equip, operate and reorganize his plant to meet the present unsatisfied demands passed to him by the retailer are problems that he alone can solve. But solve them he must if he wishes to carry on successfully. Highest efficiency cannot

This window display by the Ryan-Devlin Shoe Co. Ltd., Winnipeg, exemplifies effective and artistic trimming in a high-class window

be reached by the manufacturer until he recognizes that present conditions are going to remain. In fact we believe the policy of rapid-fire demand by the retailer to the manufacturer will be even more intense This should bring about a condition in which manufacturers will be compelled to carry the retailers' reserve stock.

"However, to successfully meet present conditions is the problem up to the manufacturer and certainly we as retailers cannot solve it for him."

Mr. C. F. Rannard, of Winnipeg, takes a rather different attitude toward the question. He says:

"For a number of years, particularly since the commencement of the war, we have not been merchandising on the plain basis of sound judgment. Through force of circumstances, we had been obliged to adopt methods that are not altogether in accord with the principles of commercial efficiency and have disregarded safe and sane business ethics.

"To-day we are apt to be over cautious. This is largely the result of the abnormal conditions which have existed, extreme losses, the large number of bankruptcies, the stringency of the money market, and the recklessness of the style craze, which has floored so many firms.

"This cautious spirit among shoe merchants has been a good thing from some standpoints, but in one particular it is having a serious effect. In the effort to eliminate further losses, the retailer has resorted to buying methods which do not tend toward an 'evenness' of trade between the manufacturer and the retailer. Business has been subject to fits and starts, which affect the market. The quiet period lowers the market and the abnormal rush has a tendency to flood the market, so that the buyer has to apply the brakes, which is not a good thing for the manufacturer.

"In my opinion it is necessary for us to bring about a re-adjustment of production and distribution—to get down to a sound basis, prices without fluctuation and styles conservative, eliminating as far as possible so many patterns and colors and unnecessary freakishness. Give me the good old days when we could buy, with intelligence, our requirements for six months ahead, when shoes of a certain grade cost a certain price, and they, in turn, were retailed to the people at a reasonable advance over expenses, and when customers came to the merchant for a pair of shoes, not for a new fad.

"In the years 1900 to 1912, shoes cost less, were retailed for less, expenses were less and I do not know of anyone that went into bankruptcy, except through his own fault, on account of lack of capital or lack of knowledge.

"I think there should be a close understanding between manufacturer, wholesaler and retailer, that they should work more in harmony, and that the two former should look upon the latter as their agent in doing business. Every possible effort should be made to bring about a stable condition, so that a merchant who puts the best he has into his business and runs it in a businesslike way, may have some protection and that the losses of the manufacturers and wholesalers may be checked.

"As long as the present uncertain conditions prevail and bankrupt stocks are being thrown on the market many competent merchants who thoroughly understand their business will be forced to the wall.

"With regard to style in women's shoes, if the extreme styles could be confined to the ball-room and the social "event," where, in my opinion, they belong, we could easily handle the situation, but when they are introduced for street and general wear, as at present, the result is to create losses throughout the industry, from the manufacturer to the retailer.

"The fact that so much inferior grade style merchandise has been thrown on the market, advertised as the best that can be made, has had a detrimental effect upon the sale of quality goods. But I am convinced that the people will soon have had enough of throwing their money away on shoddy footwear, and that the manufacturer who has specialized on this will soon find his plant idle.

"If we can have a readjustment within the indus-

The store front of the Fashion Shoe Shop, Ltd., Winnipeg, is at once inviting and impressive

try, and set our own house in order, so that there will be an even supply and demand, I believe the public can be influenced to fall in line. Then all branches of the trade will know just where they stand, and the public will buy shoes for what they are actually worth."

It seems to us this question is one that requires serious consideration by the men of the shoe industries. There is no question but that the present relation between the manufacturing branch of the industry and the distribution branch is not as it should be. It is interfering with the efficiency of our industrial system as a whole and as a result there is a waste which must be reflected in higher prices, lower profits or bigger losses than would be necessary if the whole organization from the source of production to the distributing outlet were in harmonious relation. We should be glad to have expressions of opinion upon the situation, both from retailers and manufacturers. The manufacturers, no doubt, will in many instances, take a different viewpoint of the proper solution of the difficulty than will the retailers. In our next issue we hope to present a number of views of leading men of the industry on both sides of the question.

Splendid Tennis Courts installed this season by the Hurlbut Co., Preston, Ont., for their employees

Marshall Boot Shop, Calgary

The Marshall Boot Shop (Mr. W. E. Marshall) 109-8th Avenue West, Calgary, Alta., are moving from this address, after being located there for a period of 10 years, to a more commodious and up-to-date store at 335-8th Avenue, West. The boot and shoe fixtures will be arranged along the centre of the store, with a department for ladies on one side and a department for gentlemen on the other side. Previous to coming to Calgary Mr. Marshall was in the boot and shoe department of Ruthledge and Jackson, Fort William, Ont., for three years, and previous to this, with Mr. T. A. Main, departmental store, Orillia, Ont., when he first gained his knowledgs of the boot and shoe business. Mr. Marshall was playing with the Orillia Lacrosse Team when they won the intermediate championship in the year 1904.

Mr. W. E. Marshall

An exterior view of the Yale Shoe Store

Yale Shoe Store, Prince Albert, Sask.

A Progressive Young Western Concern Built on a Foundation of Sound Business Methods—Complete and Efficient Records, Consistent and Persistent Advertising, Courteous Service, the Watchwords of Their Enterprise

It is some eight months ago since the Yale Shoe Store, Prince Albert, Sask., opened for business. Things have been going well with them, the management report. Up until the beginning or July demand was brisk, but during August there was a general lull. The prospects for fall, however, are said to be excellent, as the crops in the Prince Albert vicinity are very good

The men who operate the Yale Shoe Store are thorough believers in systematic records which show them just what progress they are making and what condition their stock is in. They have a daily profit card system, which they have found to meet the requirements of their business very well. Some of the advantages of this system are outlined as follows:

It shows from day to day the amount of stock on hand; what lines are moving and what lines are sticking; the salesmen that are delivering the goods and the grade of shoes they sell. Thus it is materially assists in securing quick turnover, while permitting the purchase of novelties with comparative safety. The cards also keep before the merchant his daily profits; show him who his customers are, thereby providing a live mailing list, and give him a complete analysis of his shoe business each week. It is an advantage, too, when a customer makes a complaint, to be able to refer back to the daily stock cards and find out just how long he has had the shoes.

The Yale Shoe Store keeps a separate record of each department, and each has to finance itself. The shoe findings department has proved a good profit-maker and worthy of careful attention. In hosiery, also, the firm has been doing good business. Their sales in this type of merchandize have increased to such an extent that they now find it necessary to install permanent hosiery fixtures, which will be located at the entrance of the store.

"The customer is always right" expresses the Yale policy in dealing with the public. They guarantee all goods sold and replace, or make refunds on, any article which does not give satisfaction. Their merchandize and their methods of doing business are kept before the people of Prince Albert through regular and consistent advertising, which appears in the local newspapers twice weekly. Jumbo calendars, telephone directories, programmes, etc., are other mediums which the Yale Store uses.

There are two partners in the business, C. R. Robb and S. H. Ingram. Mr. Ingram has been in the shoe game for years. He had his training in the stores operated by J. H. Buckler & Sons in Winnipeg. He began with the New American Shoe Store, on Portage Ave., and later was transferred to the Society Shoe Store, Portage Ave., and finally to the Main Street store. He also had one season's experience on the road, travelling for the Myles Shoe Co., just previous to his opening up in Prince Albert.

Mr. Ingram is of English birth but he is an enthusiastic booster for Canadian-made shoes. "There is no one making finer, or better, footwear than the

The interior of the Yale Store is well furnished and arranged for efficiency

Canadian manufacturer of to-day," he says. "All that is needed is to educate the public to that fact."

Retail Conditions in Winnipeg

A prominent Retailer in Winnipeg says:

"The retail shoe trade in Winnipeg, has been going through a period that is unique comparing it with anything we have had for a long time.

"The merchant has not reached a point where he is willing to place his orders very far in advance, but the thing that appeals to him is to play 'Safety First' and order for quick delivery.

"There has been a slight fluctuation in some lines in prices, some a little advanced, and some a little lower, but the merchants seem disposed to be very careful and not be influenced by any change in price.

"The public are most interested in buying medium priced footwear, or they are practising economy. At the same time they are most particular to have the shoes of a satisfactory grade of leather, workmanship, finish and color.

"Speaking of women's footwear, oxfords have continued very strong, black and brown being the best colors, and patents have been selling well. There has also been a good demand for strap oxfords in the low or flapper heel, in the above mentioned colors.

"Laced boots have been selling fair, but only one-half, or one-third, in comparison with oxfords, but we are looking forward to a good boot trade as soon as the inclement, or winter weather sets in.

"Satin slippers in black and a darker shade of brown are selling for evening wear. These come in strap pumps and a few colonial styles. Beige suede combined with patent in one and two strap patterns are very popular.

"Slippers are being worn for both afternoon and evening wear made with full Louis leather heels, and covered heels. While these fine slippers are not made for street wear, at the same time a good many are being worn.

"There has been some demand for men's oxfords but the large trade has been in boots. Black and brown are the best colors. There is also a demand for patent, particularly for evening wear. Toes on the latest models are slightly broader. They are rather plain with only slight perforations in patterns. We are selling a quantity of spats already, although the season is quite early."

Neat Strap Design shown by Burrows Shoe Co.

Gr-r-r-r-h, the train drew up with a mighty crash and shock between stations. "Is it an accident? What happened?" inquired a worried-looking individual of the conductor. "Someone pulled the bell-cord!" shouted the conductor. "The express knocked our last car off the track! Take us four hours before the track is clear!" "Great Scott! Four hours? I am supposed to be married to-day!" groaned the passenger. The conductor, a bigoted bachelor, raised his eye-brows suspiciously. "Look here!" he demanded. "Are you the chap that pulled the cord?"

Footwear Accessories
Hosiery ~ Findings ~ Store Equipment

How Leslie's, Hamilton, Built A Successful Hosiery Business

An outstanding example of a successful hosiery department carried on in conjunction with the shoe business is found in Leslie's Shoe Store, in Hamilton. Mr. Leslie has been carrying on this branch of the business for many years and has good reason to be gratified with the results obtained.

When the representative of "Footwear" asked what advice he would give to shoe men who were planning to instal hosiery departments for the first time, he stated that it was necessary in the case of hose, as with shoes, to learn the business from the ground up by experience. The merchant who is not acquainted with the line can follow only one course, and that is to go to a wholesale concern of high reputation and take their advice as to what he should put in stock. Beginning in a small way with this as a basis, he will gradually find out for himself what his particular class of trade is favorable to.

Mr. Leslie points out that he bought his own experience and paid for it, and now he is getting his return on that investment. Hosiery with him today is a very profitable proposition and he states that he actually finds it possible to do a larger business in this department in proportion to capital invested than in the sales of shoes.

A very wide range of hosiery is carried in the Leslie store. The stock on the average is worth about $7,000—which is possibly as large as that carried in any shoe store in Canada. No cotton hose is sold; the range being confined to wool, silk, and silk and wool. The wool, and silk and wool are imported from England, while the silk is bought for the most part in Canada, with a certain percentage of it imported.

It is the woollen goods which are, of course, in keenest demand at this time of the year; 37 lines of this class of hose are carried. Despite this wide range and heavy stock, Mr. Leslie states that the factor of depreciation in his hosiery department is very light and this is one point which makes it particularly attractive. While new lines frequently appear there is not that same style decadence which is the bane of the shoe merchant.

The staff are instructed in every instance when they are selling shoes to a lady customer to suggest that she could be supplied with hose suitable for wear with them. The sales people on the floor, however, do not sell the hose; there is one saleswoman to whom is assigned the duty of looking after the hosiery department.

Mr. Leslie is opposed to the P. M. idea for boosting sales. He believes that the tendency is to try and force customers to buy goods that they do not want and that the effect, generally speaking, is to prevents customers from returning to the store. This policy seems to have been justified by the results obtained inasmuch as the Leslie Store has become known in Hamilton as one of the most satisfactory places in which to buy hose. There is now just as large a number of people who come to the store to buy hosiery only as there are of those who buy stockings at the same time as they are getting new shoes.

Latest Styles of Spats

Among the newer things in spats according to the Rannard Shoe Co. Ltd., is the 16 button, 12 inch spat of steel grey broadcloth with a three inch cuff of a lighter grey. This line is also being shown in a copper brown with a camel color cuff. This is a spat that makes a strong appeal to the flapper who wants something novel and different. A very popular number with the more conservatively dressed woman is a twelve inch spat of English Box Cloth, with 12 Milo pearl buttons. This pattern is specially made for the woman with a slender ankle; they come in colors of camel, seal brown and steel grey, the latter having the call, though the camel is gaining in favor. A new and distinct feature in the Rannard stock is the fitting of the woman with a slender ankle and a larger calf, for which purpose they have spats made on combination patterns; for example, a spat with a number five foot and ankle, will have a number seven top and calf. This has won the approval of the woman who heretofore has been unable to get a proper fit. They come in a fine broadcloth, 12 button, 9 inch, the colors being, grey, fawn, camel brown, and black.

Hosiery One of the Most Popular Christmas Gifts

There is, possibly, no more popular Christmas gift than hosiery, and the shoe merchant who does not capitalize this fact is losing a big opportunity. One shoe merchant, to whom we talked recently, declared that silk stockings sold themselves around Christmas time and that they did not need to put any extra effort behind it. This retailer was in the position of having a particularly well-established and prosperous hosiery department and the department had reached a position of importance in his store almost equal to that of the footwear. His hosiery department had become known on its own merits, and not merely as an adjunct of his shoe business.

Not many shoe merchants are in this fortunate position, however. They have not yet reached the stage in the merchandising of hosiery where the public are coming to stores as the proper place to buy hose, apart from shoes. They have got to work the business up. Christmas offers them an excellent opportunity along this line. Advertise Christmas gifts

This Hosiery display was recently shown in the window of Leslie's Shoe Store, Hamilton. Leslie's business is another proof of the fact that the public can be educated to regard a footwear establishment as the proper place to buy hosiery.

of hosiery and get the people familiarized with your store and with your hosiery department. It's attractive merchandise to display in the window; it offers various methods of presentation and it lends itself "Christmassy" effects. It can be shown to advantage in conjunction with decorative Christmas cartons, which helps to introduce the spirit of the season into the window.

There are few women who will not appreciate a gift of filmy, embroidered silk hosiery, and there are many men who will prefer to buy a gift of this kind in a shoe store with which they are familiar than to get mixed up in the underwear sections of department stores or exclusive ladies' wear stores, where it is a bit embarrassing for the mere male to intrude. There is an opportunity, therefore, to cater to the gift trade of men, by displaying the hosiery prominently in the window, using appropriate cards to catch the male eye, and having the hosiery counter so accessible that there is no hesitancy, on a man's part, in visiting it.

New Cleaner in Convenient Form

The illustration shows a counter stand for the display of "IT" shoe cleaner. "IT" is a cleaner in stick form which dry cleans and renovates buck, nu-

buck, suede, cloth and canvas shoes. It is maunfactured in all standard shades. The form in which it is produced makes it particularly convenient for travelling purposes.

Have You Such a Man In Your Organization

We have all heard of the man who, figuratively speaking, is always holding a gun on someone, he speaks in 'gun man' language, and talks of making a killing, or getting the drop on someone.

He takes prides in his ability to browbeat other people, as he says, "to put fear of the Lord" in them, by which he really means, the fear of himself.

Such a man may be able to drive others; to over-awe customers; to inspire fear—and often hatred—but he seldom can inspire team work.

And it's team work that counts now-a-days.

Finds Men's Hosiery Profitable

Mr. Louis Adelstein, one of Montreal's best known shoe retailers, has been carrying men's hosiery as a side line for some time, and states that he has found it profitable business, easily handled, and pleasing to customers.

Polish Manufacturers' Costs

Polish manufacturers, like manufacturers in many other lines, are feeling the upward movement of the raw material market. There has been a rapid rise of prices in the turpentine market, forcing an advance in polish-making costs.

A Handy Piece of Equipment

A shoe store we visited recently had a handy rig for delivering goods to the office which was on a balcony. It was a dumb waiter affair, really just a movable extension of the shelving, operated with rope and pulleys. The salesman places a pair of shoes to be parcelled on the shelf, gives it an upward push, and they arrive in the office without further effort on his part. When they are wrapped up they are sent down the same way with any change due the customer.

Shoe Polish Statistics

In 1921, according to government statistics, there were 33 establishments in Canada manufacturing shoe polishes and dressings. The capital invested in the industry amounted to $1,413,771. The cost of material for manufacture was $745,352 and the value of the products amounted to $1,433,342.

According to the industrial census of Canada there were 142 wage earners and 124 salaried employees in the industry, receiving respectively, in wages $117,-492, and in salaries $206,546.

Newport Demonstration

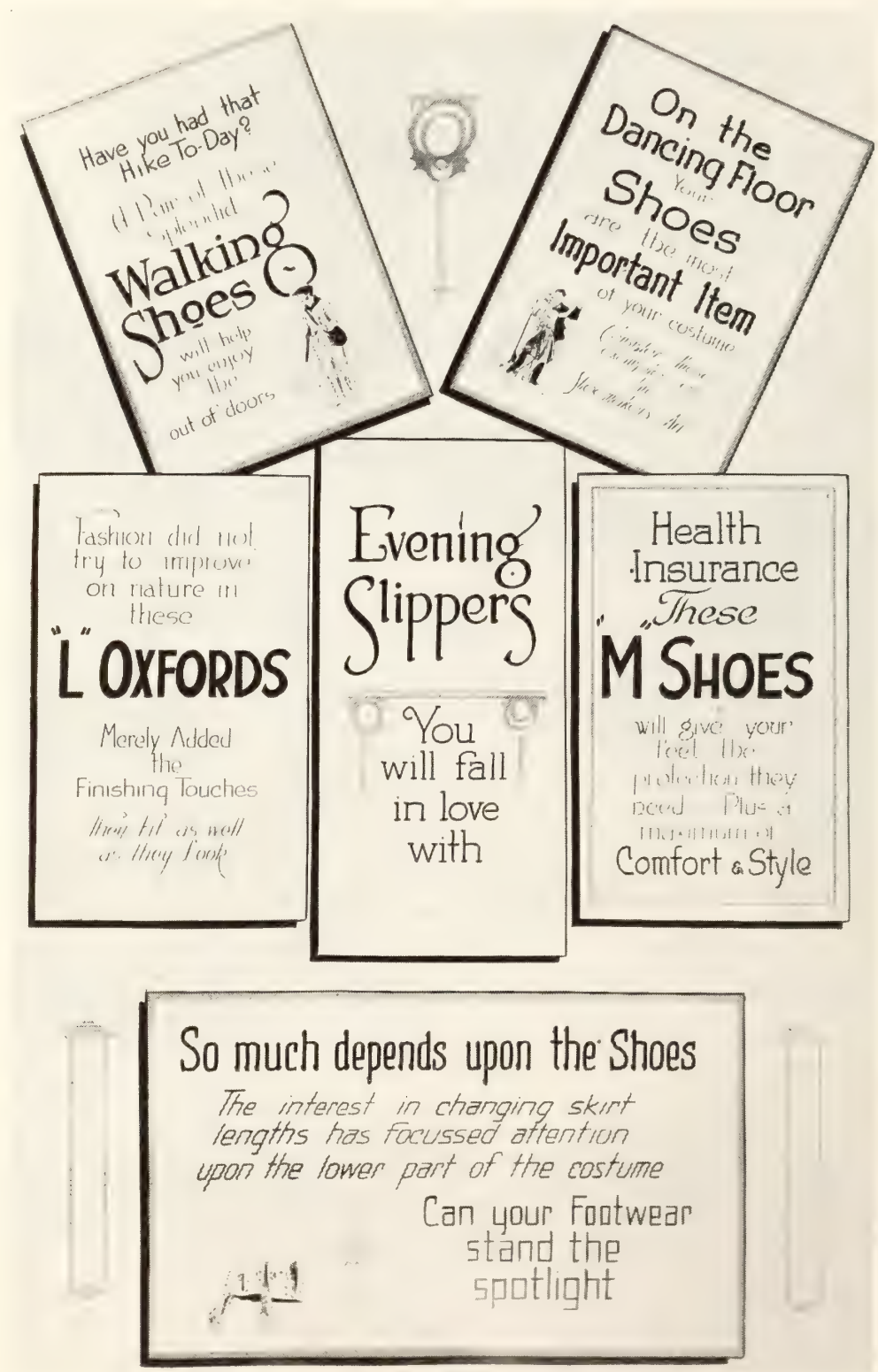
Newport shoes were featured in a very fine display of the new fall styles, which was staged in the shoe department of the Robert Simpson Co., Toronto, during the week of Oct. 9. Living models were used to arouse popular interest, and the management express themselves as very well pleased with the results from this form of advertising. The demonstration took place from 3 to 4:30 p.m. each day.

Advertising Buckles

"One-Two, Buckle Your Shoe, if you'd keep in step with the mode " advises a big department store. "In olden days the buckle shoe was part of court dress—the prerogative of the nobility. Today it is a countersign in the Aristocracy of Fashionable Footwear, and well-dressed feet the world of fashion over obey the court edict—if you'd be smart, be buckled," continues their advertisement.

In this store, cut steel and steel beaded buckles are offered at $2.00 to $30.00 per pair; Rhinestone buckles, $5.00 to $35.00; white metals, bronze metals, $5.00; bronze buckles (cut metals or beaded), $2.00 to $25.00. Square buckles, round buckles, tongue-shaped, fan-like, long white metals are the leading styles and designs.

Timely Suggestions for Window Cards



Cards like these will add interest and pulling power to your displays. Timeliness is one of the first essentials of a window card.

The Folly of Cut-Throat Competition

Evil Can Only be Checked by Education—Price-Fixing Agreements Ineffective

The price-cutting evil continues to thrust up its head in the repair business. At a recent meeting of a local association, one of the members told how a competitor had recently opened up in his locality and had begun by cutting 50 cents below his price on a pair of half soles. As a result this price-cutter had drawn away a considerable portion of his trade, and in order to defend himself he was finding it necessary to resort to the same tactics. The inevitable result, of course, will be the development of a little price war, in which both parties are going to loose a lot of money and one of them will probably be driven to the wall, and even if they cut the price 90 per cent., it's not going to add materially to the amount of repair work obtainable in the surrounding community. It's a senseless procedure, this cut, cut, cut, to see who can cut the lowest—regardless of the cost of doing the work.

The members of the association who heard the circumstances of the case were all agreed that the repairer concerned was perfectly justified in meeting his competitor on his own ground and using the same weapons as he did.

This brings out a point which is very frequently overlooked—namely, that an association can have little or no permanent value as a price-fixing medium; it's value is educational. You may draw up all the schedules you like, and make all the agreements you like—but under the stress of keen competition in hard times, men will be forced to disregard them.

The mistake is sometimes made of regarding the association as a sort of a crutch on which a man can lean when his own energy, initiative and efficiency are lacking. It's a delusion from which all those who are misled by it will receive a rude awakening. The progress of the British peoples has all been based on self-dependence, and when they seek to use any other foundation than that for their enterprise they will find that they are building upon the sand.

Associations are of value, of great value, but not in bolstering up inefficiency and poor business methods. A man's work is worth just so much, in relation to the prices charged by his fellow craftsman, the cost of living in general and the law of supply and demand, and the fact of his joining an association does not make it worth any more. What the association can, and should, do, is to make him a better craftsman and a better business man. It can show him how to figure his costs, it can inspire him to do better work and give better service. There its possibilities lie, and there they end.

This fact must be borne in mind—that an organization which has for its object the fixing of prices is doomed to ultimate failure. When men get together with the intention of trying to get something by a means outside of their own individual ability and effort, they are falling into a snare. When they get together with the intention of exchanging ideas and learning something that will help them to do better work and give better value, then they on the high road toward success.

Toronto Assn. Elect Officers

At their regular monthly meeting on Tuesday evening, Nov. 7, the Toronto Shoe Repairers' Association held their annual election of officers. The slate of officers for the coming year is as follows: President, J. L. Weir; vice-president, C. A. Canning; secretary, Jesse Merchant (re-elected); treasurer, S. Burnett (re-elected); Executive committee, E. A. Smallwood, J. Ozard, Wm Reid, N. E. Dollery (re-elected), Chas. Robertson, Dan. Pretty (re-elected), Arthur Butterworth (ex-officio); auditors, Arthur Butterworth (retiring president) and N. E. Dollery; chairman of entertainment committee, N. E. Dollery.

Mr. J. L. Weir,
President-Elect of Toronto Association

Is "While-You-Wait" System Opposed to Best Interests of Trade?

London, Ont.
October 29/22.

Editor, Footwear in Canada

In reply to a letter from Mr. W. S. Petit, President of the Ontario Federation of Shoe Repairers, in your October issue on "Getting Together":

Now, there are several questions I think vital to the trade that are, to my mind, more worthy of at-

tention than what appears to be the main object "Price." As long as this is the bone of contention, I think it will keep out membership of good men whom we most need in the trade. Localities, variation of jobs, etc., are factors that call for competition in workmanship and materials. Some men's jobs are dear at any price. A good workman can, and does, get his price and continues to get business in spite of price cutters and night workers—it's all a matter of what work you turn out.

Now, as to the elevation of the shoe repair trade to the position where we are looked upon as an industry worthy of public esteem: One drawback to the trade is the "While you Wait" system. This should be eliminated as much as possible as it drives men from the trade on account of its killing pace. Other lines of business are not asked to do any such thing. A reasonable time should be allowed. With the Saturday rush and long hours at killing pace, it's no wonder men leave the game. It's a selfish public that desire these rush jobs and are always the biggest knockers. It's not fair to other customers who leave work; besides, there is a factor to be taken into consideration with regard to price. Say a man comes in and gets half sole and two heels "While you Wait." You do the job in a few minutes and hand it to him at a cost of say $2.25. His reasoning comes in and he says to himself, "My! what a hold up for a few minutes work," in spite of the fact that he probably

Mr. Arthur Jackson, and his shop built by himself in his spare time

has good value. The price for the time is what strikes him. If this same man had left the job for twenty-four hours, his reasoning would have been entirely different. Therefore, I say that to cater to this "While you Wait" business is to the distinct detriment of the entire trade.

Personally, I have cut out the "While you Wait" jobs and by doing so have eliminated a great deal of the Saturday rush. I close my store at 6 o'clock daily, Wednesdays at 1 o'clock and Saturdays at 9 o'clock. Just at first the public did not take kindly to this, but I have since had more steady business during the week and my receipts have been better. I have not felt so poorly and wrecked as after a few days of rush work; my evenings are occupied in other directions—away from my work. You must admit this in itself makes life worth living compared with the old days of slavery, long hours and poor pay. For the sake of the trade, I would like to see more attention given to honest workmanship and material. Let the members of the Association give some attention to eliminating rush work, for the reasons herein stated. Make the game one to be looked up to, not down on. Show the public that it is our earnest desire to be a public convenience; to cater to their comfort and to save them money—but we should not have to make slaves of ourselves in order to make an honest living. No man wants to stay in a trade that is killing—it's simply against human nature,—and to cut out this "While You Wait" would be a decided step toward getting all the members together.

Best wishes for successful elevation of the trade to what I believe lies in our power to achieve if we go about it the right way. Let us not argue about prices of "bedroom workshops" but look after the little things that are most vital to ourselves.

In concluding this article I am sending some pictures of what I have myself accomplished aided only by my own steady plugging to get on top. I built this shop—shown in the picture in my spare time, besides building up a business and raising a family without a mother. In five years I have built up a business second to none in the locality where I reside. Since the picture was taken I have erected a house in the rear—all in my spare time. Five years ago I started to do my work in a "Kitchen Workshop."—Please note this. Mr. Butterworth, of Toronto, passed a remark some time ago about "Bedroom Workers" which I thought very uncomplimentary to the poor men of the trade who are trying to get an honest living in their own way. It's our plain duty to help men who are striving after higher ideals.

Yours truly
(Signed) Arthur Jackson

Appeal to the Local Trade by President of Hamilton Assn.

Local association work requires all the support of those who believe in the value of co-operation—and it needs it right now. Hard times have a disintegrating influence on organizations and the repair trade, like, every other, is feeling the strain. Those who have the interests of the trade most at heart are striving with all their energy to hold the associations together. There are many obstacles to be overcome and the help of every progressive repairer is required.

Here is an appeal recently sent out by the president of the Hamilton Shoe Repairers' Association, Mr. Thomas Grayson, bearing on the situation:

The President's Appeal to the Shoe Repairers of Hamilton

Success is the desire of all intelligent persons. Success stands knocking at your door. Will you give it entrance?

This is your opportunity. What is most universally desired may be obtained by all. The barrier that confronts individuals, may be removed by the co-operation of many. Surely this getting together of kindred minds with united purposes makes a most powerful force for successful achievements.

Unity is strength! Therefore, why should you choose to battle life's obstacles alone, when you might have the propelling power of many earnest minds concentrated upon your success?

The realm of thought influences our destiny so

(Continued on page 48)

Window Card Suggestions for Repair Men

If you could see Your Shoes as others see them—

Perhaps you'd drop in right now and have your heels straightened

SHOES

Worth buying are worth

Repairing

Don't you think it would be an

Economy

to have those Shoes repaired N O W

Here Comes Winter !

Are your Shoes in Shape?

EFFICIENT SHOE REPAIRING

Doubles Your Shoe Mileage

Give your feet a chance!

Don't abuse them by wearing Shoes With crooked heels

YOU SAVE MONEY

By having your Shoes Repaired by an effieient repair man . . .

Procrastination is the Thief of Good Shoe Leather—and Hard Cash

M--- Shoe Repairers, Ltd.

Guarantee you the greatest shoe mileage per dollar.

Appeal to Trade

(Continued from page 46)

much that one could hardly conceive the advantages to be gained by co-operation and being a member of the Hamilton Shoe Repairers' Association.

Come in. Our interests are in common. We want to have not only your support, but your help. Don't leave it to the few to do all the work and all the paying, whilst you remain outside, yet receive the benefits. Did you ever stop to consider what the individual shoe repairer woul dhave received, as compared with what he is getting for his work today, had it not been for the Association? Surely that alone is sufficient reason for your becoming an active member of the association which has helped you to make a better and more comfortable living.

Our next meeting will be held in the Forester's Hall, James St., North, Oct. 10th, 1922 at 8 p.m. when we shall be glad to see you. Come and get to know the other fellow and take your part and help on the good work of the association.

(Signed) Thomas Grayson
President

Hints for the Repairer

From "Shoe Repair Shop"

A great advantage that shoe repairers have over shoe factory workmen is the possibility of sanding the bottom before edge making. The edge of a thin sole is often marred at the sanding machine, as the blacking will get on the sole, and in getting it off next to the edge the edge itself is partly sanded and thinned down.

* * *

When the table is set on the Goodyear outsole stitcher, the screw driver should be placed back of it and the table forced outwardly before the final setting of same. Not necessarily with a brand new machine, but with a machine that has been used for some time this is a good plan to follow. This gives clearance to the awl and needle.

* * *

A tooth brush affords a good means of applying the liquid next to the edge at the treeing operation. A sponge is also used, but the brush rubs in the blacking and enables you to do it quicker than with a sponge.

* * *

Some repairers do not take time to trim the heel properly, leaving uneven spots here and there to be taken down by the scouring wheel. The scouring wheel is not intended for that purpose, and does not do it. Some repairers rely too much upon the sanding machine and burn the leather by over-friction. If the leather is burned it is practically impossible to get a smooth finish.

* * *

It is well to pull the upper forward before tacking in the sides of the heel seat at assembling preparatory to pulling over. Assembling means fastening the sides of the counter and not only tacking the back seam, but the counter should set firmly on the last before tacking. In some factories only two tacks are driven in, one next the back seam and the other through the counter and insole at the heel end of the last.

* * *

Seams that are to be rubbed should be made with a loose tension. Seams that have to be rubbed are those that are stayed. The object of seam rubbing is to lay the seam flat so that it will run through the staying machine evenly and not leave a bunch inside the upper to come in contact with the foot; unless the seam closing is done with a loose tension, the rubbing will weaken the thread and give it a chance to break out at the lasting. The one place where a tight tension should be used at all times, both for the upper and lower thread, is at the vamping.

* * *

If you are not sure about the good running order of any machine that has to operate at the sides of a shoe, first try the outside or little toe side of the shoe, as the shank part is shorter and easier to pull through any machine, especially sewing machines of the wax thread kind.

* * *

Repair Shop Recently Opened in Saskatoon

In connection with the announcement regarding the opening of a new shoe repair shop by them at 232 Twenty-First St., E., Saskatoon, Sask., Messrs. Harrison & Hainsworth used the following circular letter:

Sir, or Madam,

In handing you this Announcement of our Opening we wish to state that we are both First Class Craftsmen, both having a lifetime's practical experience in Shoe Making and Repairing. We are both pioneers of Saskatoon having been here since the days of wooden sidewalks, etc. We are using nothing but The Very Best Material and specialize in Neatness and can assure you that no "Hurry Up" or half-done work will leave our shop. Our prices will be no higher than other shops that use poor material and turn out Rough Work. All we ask you is to Give Us a Trial and see what Real Shoe Repairs look like and how much more Wear you get from them.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

A. McBrien moved into new and larger premises last week at Essex, Ont., and has added trunks, valises and harness to his stock.

James Parkes, of Newbury, Ont., has moved his repair shop to a new and larger location.

After being in the same stand at the corner of King and Talbot Sts., in London, Ont., for 42 years continuously Frank Dunn, harness maker and repairer, has moved to a new store across the road.

General manager R. J. Kidd, of the Neill Shoe Co. Ltd., was a recent visitor at St. Marys, Ont.

A. Michael, formerly of Leamington and Harrow, has

THE LAST WORD
STYLE QUALITY
UNITED
SERVICE

ARTISTIC and EXCLUSIVE
Lasts and Upper Patterns worthy of the best dressed Men and Women.

Make "United Style-Service" a part of your Season's Shoemaking

United Last Co. Limited
Montreal, Que.

Toronto Sales & Pattern Shop
76 Richmond St., East
Telephone Main 4565 W

located in Essex, Ont., and is carrying a general stock of boots and shoes and men's furnishings.

George Rigg, of Windsor, Ont., has opened up a boot and shoe repair shop in the I.O.O.F. Block at Kingsville.

Norman Cumming, of Guilda, Ont., has purchased the business of Wilfrid Addinall, at Erieau, and takes immediate possession.

F. W. Wigg of Tavistock, Ont., who recently purchased the business of J. E. Willis, at Clinton, Ont., is now in possession.

W. Knight, of Oil Springs, Ont., has moved to Petrolia and has opened a repair shop in the Hawken Block.

William Williams, of Acton, Ont., is retiring after having conducted a shoe business there for 44 years. He was a former resident of Bowmanville and has sold his stores to Norris Brown of Toronto.

Following an illness of three weeks the death occurred at the home of his daughter in Glencoe, Ont., of Ed. Archer, for many years in the shoe business at Essex. He was 72 years old.

Roy Webber has opened a general shoe and harness repair shop in the Murdock Block at Hensall, Ont.

Joseph Patterson, of St. Marys, Ont., has leased one of the new stores in the Gregory Block and will open shortly with one of the finest stocks in the district.

Letters patent of incorporation have been taken out by the Stag Shoe Co., Ltd., Montreal, with authorized capital stock of $100,000.

The Independent Last Co., Ltd., has taken out a charter. Head office at Montreal.

A partnership has been registered in Portage La Prairie, Man., which is of interest to the leather and shoe trade, that of the Portage Harness & Shoe Co.

Dufour Phaneuf & Co. Reg. is the name of a new shoe concern in Montreal. The partners are Oscar Dufour and Joseph Phaneuf.

Letters patent of incorporation have been issued to the North Star Tanners, Limited, Winnipeg, Man.

It is reported that negotiations are in progress for the location of a shoe factory in St. Mary's, Ont., for the manufacture of men's shoes.

E. Pemberton, of Peterboro, has opened a new retail shoe store at 216 Charlotte St.

H. Bris & Co., of Hespeler, Ont., have recently opened a factory for the manufacture of bedroom slippers in men's women's and children's lines, and in all colors. Adjoining the factory building, which is just recently built, is a retail shoe store operated by the same firm.

H. Max has recently opened a new store at Streetsville, Ont., carrying a full line of boots and shoes, also dry goods.

S. Gidley, who has carried on a shoe repairing business in Vermilion, Alta., for the last four years, is goin gto move into another store this month with the intention of carrying on a retail shoe business, including findings and gloves. He will also operate a repair department.

Z. Turcotte & Co., Montreal, (Boots & Shoes) has assigned to Turcotte & Merrill.

More than one shoe store in Perth, Ont., has changed hands during the past month. It is reported that R. W. Croskery is succeeded by L. H. Kirkland, and G. B. Farmer is succeeded by Smiley and Thompson—both in the Boot & Shoe trade.

H. Apple, of Hull, Que., has admitted a partner to his business—clothing and shoes—and the new style of the firm is Wrightville Bargain Store.

The Bootery, Montreal, has assigned to John E Moriarty.

We are sorry to note the death of Mr. Ed. Archer, boot and shoe dealer of Essex, Ont., which occurred the latter part of October.

George Kennedy, of Edmonton, Alta., formerly with the United Shoe Stores Ltd., and until recently with Henry Bros. Ltd., Saskatoon, Sask., with branches at Yorkton, and North Battleford, Sask., is leaving Edmonton to travel Northern Saskatchewan, representing Harley Henry Ltd., Wholesale Boots & Shoes, Saskatoon, Sask.

A change has recently taken place in the ownership of the boot & shoe store conducted by Frank McClelland. Samuel Seigel is the new proprietor.

The Canadian Walt Shoe Co., Montreal, has been dissolved.

An addition has been made to the McQuay Tanning Company's plant at Owen Sound by the construction of a new building 50 x 60 feet which adjoins the existing factory.

M. Better, Toronto, (Shoes), has assigned to Richard Tew, Scott St., Toronto.

It is reported from Merritt, B. C., that Pete Antonick is discontinuing his shoe business in that town.

Shoe Deliveries Ltd., Montreal, has been organized to take over the business of Simpsons Parcel Delivery Reg'd.

The Eagle Leather Works Ltd., has been incorporated with a capital of $99,000. The head office is in Montreal.

The Ontario Slipper Co. has been registered in Toronto; Chas. Goldbery being the owner.

It is reported the John R. Evans Leather Co. Ltd., Montreal, has been dissolved.

The Eagle Leather Works Ltd., of Montreal, has obtained a charter.

The assets of Mendelsohns Ltd., shoes, Montreal have been sold.

Dissolution of the partnership in the case of the Montreal Hide & Calf Skin Co. Ltd., Montreal, was reported early in October.

The Williams Shoe Store, Edmonton, Alta., has assigned to the Canadian Credit Men's Trust Association.

The Parker Steel Shoes Ltd., located at Preston, Ont., has obtained its charter to do business throughout the Dominion.

Supplementary Letters Patent have been granted to the Canadian Rodboro Shoe Co. Ltd.

H. Lamoureux, of Beloeil, Que., has compromised with his creditors, it is reported.

Notes From London Ont.

While business is showing some improvement, the unusually fine fall weather is holding up the movement of seasonable lines. Both manufacturers and retailers however, are looking for a rush as soon as colder weather comes and are well prepared to handle all the business that offers.

The Johnston Murray Company is getting ready to move to its new location east of Richmond St., having been forced to vacate as a result of its premises being sold. The new store will be fitted up with the most modern equipment and will be one of the best shoe stores in the district.

Travellers report that country business is picking up nicely and are bringing in some very fair orders. Ontario business they say is keeping up well, with Western orders a little light.

The J. P. Cook Company has put in several very attractive windows lately. One featured seasonable lines in connection with the Better Furnished Home week, shoes being worked in very skilfully with a display which included furniture and a very charmingly gowned young woman. The display attracted a great deal of attention and "pulled" some nice business.

Another display was built around a handsome panel as a background. Colored electrical fixtures which harmonized well with the panel coloring and merchandise added to the display.

WANTED a good, reliable, experienced shoe clerk. Apply to J. T. Heath, Orillia, Ontario.

Specialize in

"MARVEL" Pyramid Heel HOSIERY

The Hosiery with an Instant Selling Appeal

¶ Give your store a touch of added exclusiveness by featuring a quality hose that will gain instant popularity among discriminating women at the approaching Christmas season.

¶ Note the trademark. P.K. are the initials of the Perrin-Kayser Company, a name which is its own guarantee.

¶ "MARVEL" Pyramid Heel Hosiery not only means satisfied and permanent customers, but provides a profitable selling adjunct.

¶ Feature Pyramid Heel Hosiery for Christmas gift orders. Fifty-five per cent of the women-folk prefer hosiery to anything else for Christmas.

¶ Get our prices.

PERRIN-KAYSER COMPANY LIMITED

SOMMER BUILDING **MONTREAL, P. Q.**

ALPHABETICAL LIST OF ADVERTISERS

Ackerman & Son, B. F. 61
Aird & Son 8
American Gaiter Mfg. Co. ....

Bastien Bros. 62
Blum Shoe Co. 17
Breithaupt Leather Co. 18
Burrows Shoe Co. 52

Clapp & Son, Edwin 15
Clarke & Co., A. R. 64
Corson Shoe Mfg. Co. 16
Cote, J. A. & M. 5
Cote & Son, A. A. 56

Dale Wax Figure Co. 54
Doty & Scrimgeour .....

Edwards & Edwards 62
Eureka Shoe Co. E..... 12
Everett & Barron Co. 56

Franklin Machine Co. 61
Fortuna Machine Co. 61

Gagnon, Lachapelle & Hebert 6
Getty & Scott 1
Globe Shoe Co. 63
Goulet & Sons, O. 59
Gutta Percha & Rubber Mfg. Co. 55

Holt, Renfrew & Co. 62
Hinde & Dauche Paper Box Co. 61
Humberstone Shoe Co. 57
H. W. Steel Shank & Specialty Co. 62

International Supply Co. 59

Kenworthy Bros. .....

Landis Machine Co. 56
Levine Leather Co. 58
La Duchesse Shoe Co. 105
La Gioconda Shoe Mfg. Co. .. 9
Lincoln Paper Mills 57

Miner Rubber Co. 11

New Castle Leather Co. 54

Omemee Tanning Co. 40
Oscar Onken Co. 58

Panther Rubber Co. .....0.. 2
Perrin-Kayser Co. 51
Perth Shoe Co. 3

Ritchie Co., John 14
Robson Leather Co. 7

Samson, Enr., J. E. 105
Scott & Co., John 57
Spaulding & Sons Co., J. 4

Talbot Shoe Co. 10
Tred-Rite Shoe Mfg. Co. 32

United Last Co. 49
Utz & Dun 13
United Shoe Machinery Co. .. 53

BOMBO
Style R 716—33 Tan Calf, Atta Red calf, wing tip, vp. band, saddle strap and Back Stay—9 perf. all over, 7 iron Goodyear Welt, white stitch, 32 last, 12/8 Leather Heel.
$5.40

GOTHAM
Style R 719—Patent leather, French bound, 9 perf. vp., straps, quarters and imitation tip, 6 iron sole, close imitation turn edge, 29 last, 14/8 leather Cuban heel.
$5.15

These New Styles
IN STOCK
for
At-Once Delivery

AA, 4½ to 8
A, 4 to 8
B and C, 3 to 8

TERMS: Net 30 Days

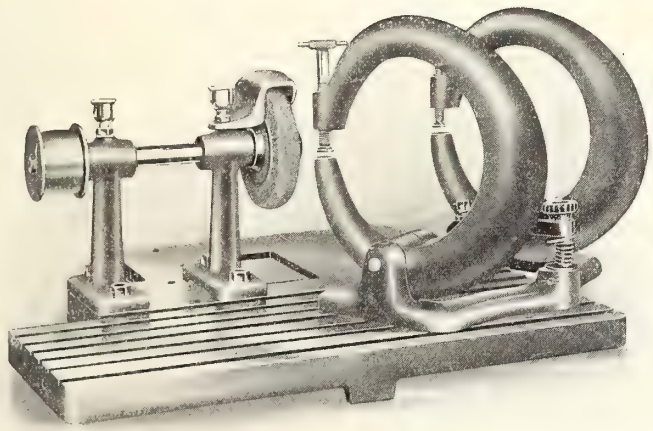
GOTHAM
Style R 718—Black kid, French bound, 9 perf. vp., straps, quarters and imitation tip, 6 iron sole, close imitation turn edge, 27 last, 13/8 leather Cuban heel.
$5.25

BURROWS SHOE CO., Inc. — Rochester, N. Y.

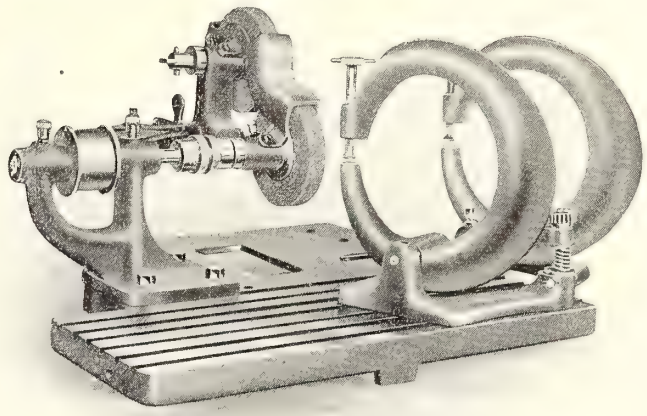
THERE IS NO DULL SEASON

In Shoe Repairing
When The Equipment Includes a

USMC



Model A



Model B

SKATE SHARPENING MACHINE

EARN EXTRA PROFITS
DURING THE WINTER MONTHS
With One or More of These Famous Sharpeners

"They Hollow Grind Perfectly"

SIMPLE TO INSTALL ═══════ EASY TO USE

Will Operate on any Shoe Repairing Outfit—or Separately

Bring in New Customers Just When They Are Needed Most

Send in Your Order NOW to Assure Early Delivery

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

Main Office and Factory

MONTREAL

TORONTO
90 Adelaide Street W.

KITCHENER
46 Foundry Street S.

QUEBEC
28 Demers Street

NEW CASTLE KID

The use of New Castle Kid in the finest footwear stamps it as the chosen material of those discriminating manufacturers who wish to place their products on a higher plane of value.

New Castle Kid adds that touch of quality and richness which always distinguishes high class footwear. It will place your slow-moving shoes in the quick-selling class, and at no additional cost.

New Castle Leather Company Inc., New York

Canadian Branch 335 Craig St. W., Montreal Factory: Wilmington, Del., U.S.A.

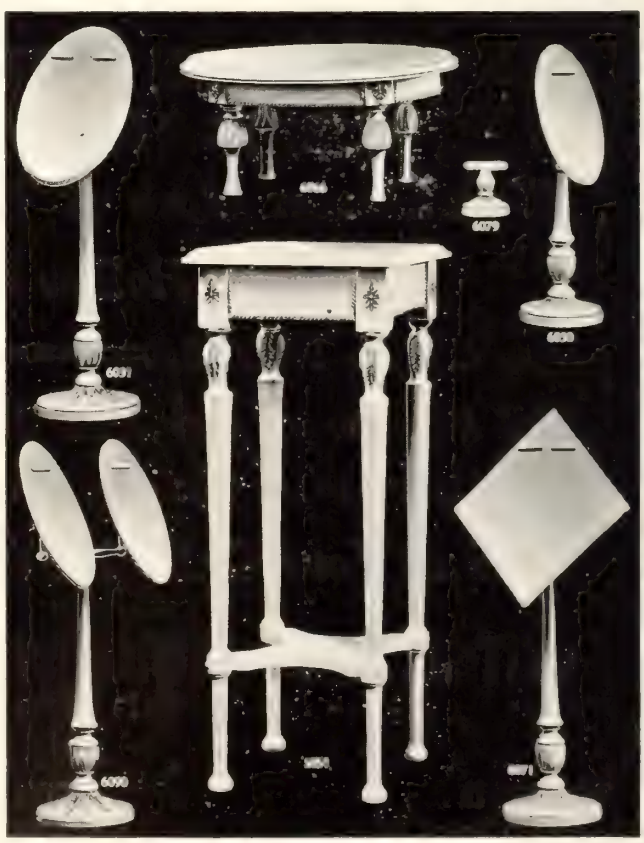
Art in Display Fixtures

Just as the beauty of a jewel is enhanced by its setting, so is the appearance of the shoes displayed in your window enhanced by the use of Dale Display Fixtures.

From the "Dale" line, you may choose the fixtures best suited to your needs; that will "set off" your goods to the best advantage and act as real business getters. In appearance and quality they are the equal of the highest class American productions.

A copy of our catalog should be in the hands of every merchant and window dresser.

Write for your copy today.



Dale Wax Figure Co., Ltd.

Canada's Leading Display Fixture House

Toronto — Canada

MONTREAL, P. R. Munro, 520 New Birks Bldg.
WINNIPEG, O'Brien Allen & Co., Phoenix Block.
VANCOUVER, C. R. Ballort, Mercantile Bldg.

"GUTTA PERCHA" Brand

CANVAS SHOES

The Most Complete Range of Staple Lines

Will be shown you by the salesman, from whom you may soon expect a call. Improvements have been made in many of the old models and some very attractive saleable ones have been added to the line. Give the salesman a welcome when he calls. He has most interesting samples to show you

Sort Your Stock on Rubbers

Fall is here and winter's slush and snow are not far distant. Now is the time to sort your stock of "G. P." Rubbers. Make it complete. A little preparedness will assure some nice sales and profits soon.

Gutta Percha & Rubber,
Limited

Head Offices and Factories, Toronto

Branches in all Leading Canadian Cities

A. A. COTE & SON LIMITED

This year the consumer will be looking for "a shoe at a price" and you Mr. Retailer can offer in these lines something exceptional in workmanship, style and comfort, at a price to suit all comers.

STANDARD SCREWED SHOES

In Men's, Boy's, Youth's Little Gent's and Children's.

McKAY SEWED SHOES

In Men's, Boy's, Youth's Little Gent's and Children's.

Let us know your requirements
Samples sent on request

A. A. COTE & SON LIMITED
ST. HYACINTHE, P. Q.

GUESS

Why tanners of smooth, white leathers recommend Cinderella White Kid Polish and Cleaner to the shoe manufacturers to whom they sell their leathers.

THEN

Guess why over 100 slipper manufacturers mail-order Cinderella Silver Slipper Cleaner.

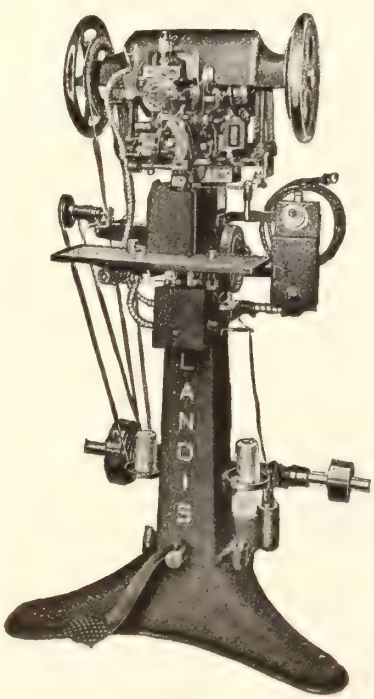
Cinderella Polishes are put up in packages for household use.

Produced by

EVERETT & BARRON CO.
Amherst, N.S.

Makers of highest quality footwear finishes

LANDIS NO. 12



Model D

Own Your Own

Landis Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative
ROBERT J. VAN STONE
167 John St. S. Hamilton, Ont., Canada

Special inducements to immediate buyers.

Write for particulars.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

HUMBERSTONE "NON-RIP"

REGISTERED

SANDALS

There are other makes of sandals of course—some of them cheaper than "Non-Rip"—but none of them will give your customers the same satisfaction that these will; nor will they help you to the same extent in building up the permanent trade you are working for.

By all means inspect Humberstone "Non-Rip" Sandals before placing your order elsewhere.

Black
Brown
Tan

Humberstone Shoe Co., Ltd.

HUMBERSTONE, ONT.

"Lincraft"

—ask for by this name

"LINCRAFT" is especially adaptable for use in retail shoe stores as wrapping paper. Its unusual strength enables lighter weights to be used and in this way it proves an economy.

"Lincraft" is obtainable in sheets or rolls, in all sizes. Complete stocks are always on hand ready for immediate shipment.

If your jobber cannot supply you write us direct.

GOOD APPEARANCE ATTRACTIVE COLOR

LINCOLN MILLS LIMITED

Merritton, Ontario

Toronto Office: 43 King St., West.

"FOOTGLOVES"

The newest style motifs from London are incorporated in "Footgloves", the flexible-soled walking shoes for women. Yet it is not style alone that has built the success of this high grade footwear for the greatest care is taken in every step of their manufacture and only the finest materials are used.

They are of the type of shoe that particularly appeals to the well-dressed Canadian woman.

"Footgloves" are made in Patent and Deer Skins in all shades.

John Scott & Co. (STAFFORD) Ltd.
Footglove Factory
Stafford England

Make Your Show Windows Pay Your Rent

A Chest Full of Interchangeable

Window Display Fixtures

For Displaying All Kinds of Merchandise
That Will Give 10 Years Service at Little Cost.
Enough Good Oak Fixtures to Fill Your Windows.

Ask for Catalog.

Shipped Thru Jobber or Direct from Hamilton, Patented and Made in Canada

The Oscar Onken Co. 5931 4th St. **Cincinnati, O.**

Lowest Rates per Interested Reader

Where this guarantee of worth is to be found:—

Hugh C. MacLean Publications
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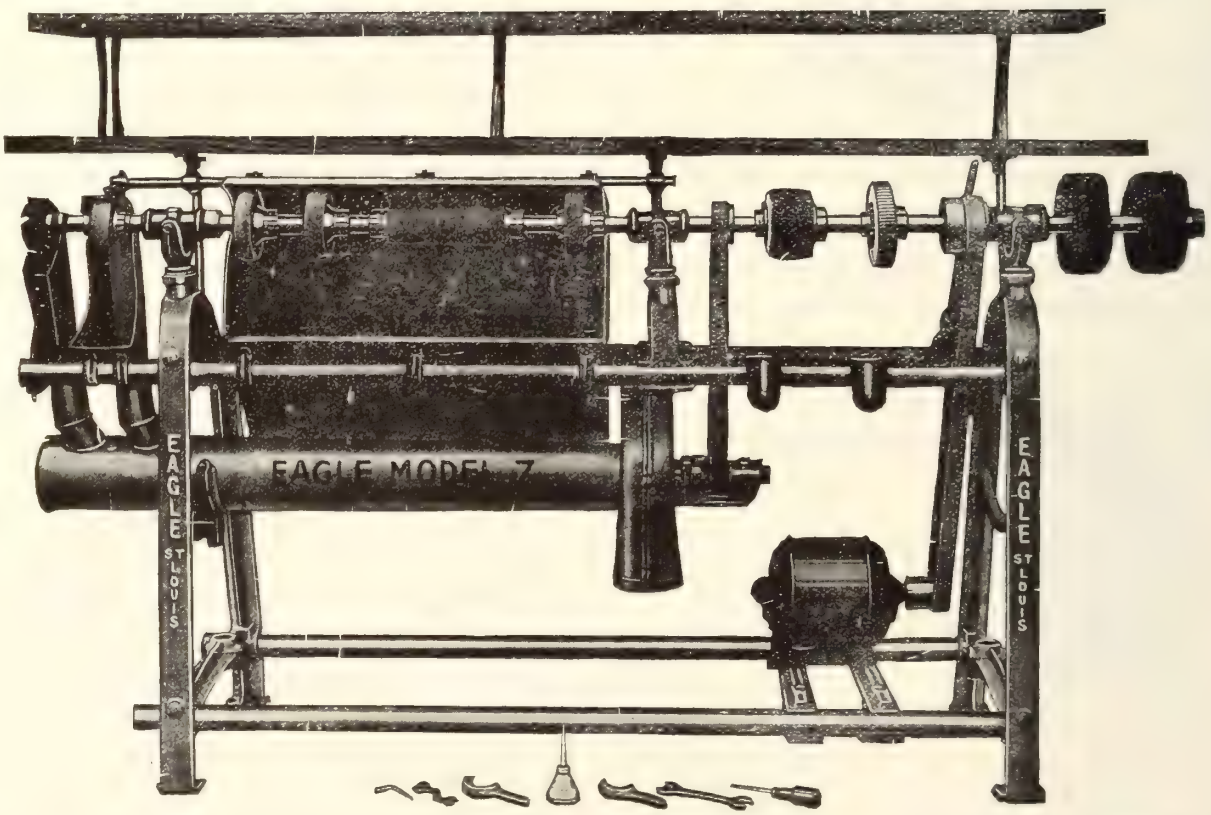
Better Work and More Business when your shop is equipped with "Eagle" Machinery



The model 7 Eagle Finisher shown above represents the very last word in this type of shoe repairing equipment. Not only does it ensure better work and more business, but by reason of the system of belt shifting, your power is reduced 50% as the finishing shaft is stationary when sanding shaft is in operation, and vice versa. Equipped with double shelf and can be had in either Tight-Loose Pulley or clutch style.

Dimensions: Length 7 feet 2 inches. Width 24 inches. Weight crated, 575 pounds.

Write us today for prices and full information concerning this or any of our machines—Combination Heel Remover and Nail Cutter, Combination Sole Cutter and Skiver, Heel Reducer, Wide Blade Skiver, Sole Cutter, Large and Small Jacks, etc.

Choice of all best makes of electric motors, supplied with this machine.

Levine Leather Company Limited

475 Queen St., W., Toronto, Canada

Representing Eagle Machine Co., St. Louis, Mo.

Cheap Material in the Finishing Room is False Economy

The Best is Cheapest in the Long Run

BOSTON LEATHER STAIN CO.

Makes only the HIGHEST GRADE ON FINISHES

We are

Exclusive Canadian Agents

We carry large stocks of BLS goods at MONTREAL, KITCHENER, QUEBEC ready to give you real service.

CYCLONE BLEACH, the only real sole Bleach; MAGIC STAIN, PARAGON STAIN, ALL Shades; KING and ULTRA EDGE INKS, Black and Colors; BLACK DIAMOND HEEL and SHANK INKS.

DYES, BLACK and COLORS, for all Purposes.

DRESSINGS and POLISHES, for all KINDS of Leather, Black and Colors. BOTTOM POLISH, WAXES, ETC.

You can't go wrong on this line. Every item is guaranteed twice by Boston Leather Stain Co., and by us. If anything goes wrong we make it right, quick.

Don't place your WINTER ORDER until you know what we have to offer you.

INTERNATIONAL SUPPLY CO.

Main Office

154 Notre Dame St., W., Montreal

BRANCHES:

37 Foundry St., W.
KITCHENER, ONT.

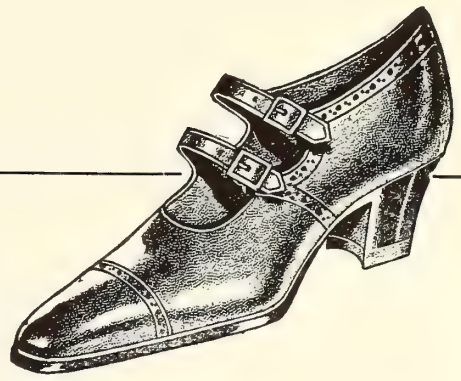
566 St. Valier St.
QUEBEC

Established 1915

GOULET

for

The Shoe
The Price
The Service



Better than ever are our facilities now for backing up the jobber with the right shoe at the right price. Increased business has demanded enlarged facilities in the shape of a new and commodious manufacturing annex now in operation.

This means increased usefulness and service to our customers. It also means larger output and consequent economy in production. You can capitalize this economy by dealing with us.

O. Goulet & Sons

LIMITED

575 St. Valier St.
QUEBEC

Business Paper Fundamentals Taught by Daily Newspapers

GLANCE through the pages of any great Daily Newspaper and notice how it tends toward Business Paper practice.

Here is a building section, there an electrical department, again columns of interest to wholesaler, a lumber page, a theatrical page, a sporting page—and next to each you find the advertising relative to the subject in question.

Watch the reader turn to the department in which he is most interested—where the advertising is to be found which will be most likely to appeal to him. So with the business man—as a time-saver, he takes up his business paper to learn the latest developments in his special field. Other publications have but a casual interest for him—because they broaden his general knowledge or afford mental relaxation—but it's the business publication he desires, and requires, when he's thinking of business only. He knows that the business paper will give him the very facts he needs—briefly and **reliably**—in both editorial and advertising pages.

To advertise in business publications places your products before such business men at a time when they're thinking of business.

Lowest Rate Per Interested Reader

Hugh C. MacLean Publications

Electrical News
Canada Lumberman
Footwear in Canada
Canadian Woodworker
Western Contractor and Builder
Contract Record & Engineering Review
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Western Lumberman
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Head Office : 345 West Adelaide Street

Vancouver Chicago Toronto Montreal Winnipeg

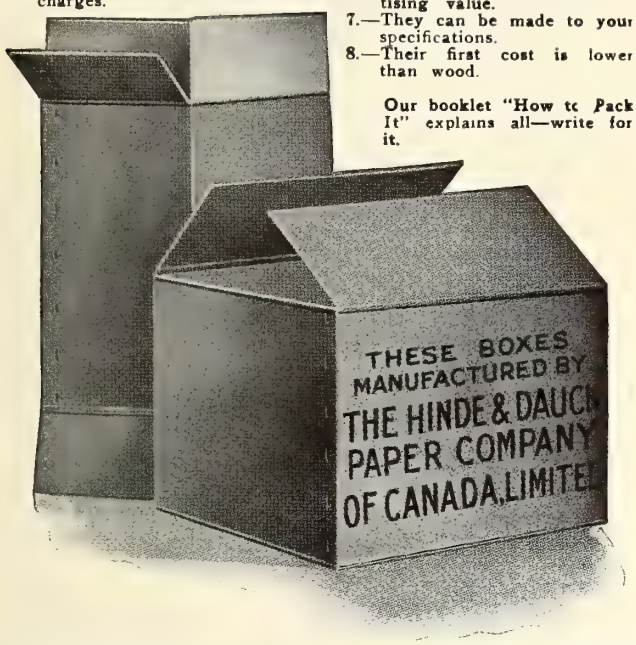
The largest publishers of technical papers in the British Empire, printing in Toronto, Winnipeg and Vancouver. Proprietors of MacLean Building Reports Limited.

We Can Save Money for You on Your Shipping & Packing

H & D Solid Fibre Board Boxes

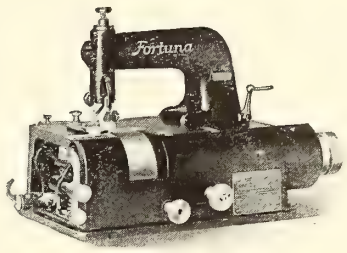
1.—They protect your shipment against loss from dampness and water.
2.—They are extremely light, which means low freight charges.
3.—They cannot be opened without breaking the seal.
4.—They save time in packing
5.—They save storage space.
6.—They have strong advertising value.
7.—They can be made to your specifications.
8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co. of Canada Limited
TORONTO ONTARIO

Fortuna
Skiving Machine



For Manufacturers who Skive Leather, Felt, Cork, Rubber or Paper

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.
147-153 Waverly Place - NEW YORK

A glance will tell you all you need to know

Honest value was never more evident than in the "**Peterboro**" Shoe. Quality of material has been combined with careful workmanship to produce a shoe that will give the utmost in long service and foot comfort. The way it will stand up under the hardest kind of wear will make many friends for your store.

B. F. Ackerman, Son & Co., Limited
PETERBORO, ONTARIO

The Best and Most Durable Shoe Laces Are Made With Our

Power Shoe Lace Tipping Machines

Textile and Special Machinery
Harris-Corliss Steam Engines

Eastern Representative for
WORM GEARS AND WORM GEAR REDUCTION UNITS

The Franklin Machine Company
Engineers Founders Machinists
189 Charles Street, Providence, R.I.

BUSY AS BEES

Our large Glove, Moccasin and Slipper Factory at Lorette, Que., is working to capacity and booked with orders sufficient to keep it Busy as Bees for some time to come.

We realize, however, that many of our customers and friends are depending upon us for the replenishment of their stock for the Christmas and the Winter Season.

We have a limited stock of the right merchandise, at the right price, for immediate delivery. We are so organized that in spite of the pressure Special Orders of reasonable sizes can be handled with despatch. Our line of

REAL INDIAN MADE SLIPPERS
Make Ideal Christmas Gifts

Be sure you are well supplied.

Write us your requirements today.

Holt Renfrew Slippers are
BETTER IN PATTERN, WORKMANSHIP, VALUE

Holt, Renfrew & Co.
Limited
QUEBEC

DO NOT DELAY ANY LONGER

Ask us for prices on Snow-Shoes Indian Slippers, Burnt and Hand-Painted Leather Goods, Boudoir Slippers, Moose, Elk, Cowhide, Buckskin and Horse-Hide Moccasins.

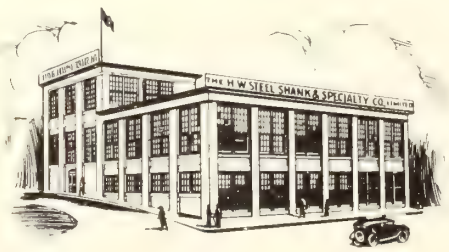
You surely won't be disappointed, as we have what you have been looking for and at prices to meet any competition.

These goods are genuine Indian Made, by Manufacturers of Huron Descent. As for the firm itself, enough will be to tell you that the sons are following the fathers' footsteps, established in 1878, and still going strong.

It Will Pay You to Investigate

BASTIEN BROS.
INDIAN LORETTE, QUE.

SALES OFFICES:
Ross & Shaw, 9 Wellington East, Toronto, Ont.
Willis R. Miller, Mercantile Bldg. Vancouver, B. C.



The Home of The Canadian Made Shank

This up to date plant is devoted to the production of McKay, Turn and Welt Shanks in Combination Leatherboard and Steel, or Leatherboard and Wood.

If you are not using our shanks, write us for Prices.

The H. W. Steel Shank & Specialty Company Limited
Preston

Edwards & Edwards
LIMITED
TANNERS OF

SHEEPSKINS

FOR
Shoes, Gloves, Saddlery
Upholstering
Bags and Suit Cases
Bookbinding
Fancy and Novelty Goods
Skivers
Embossed Leathers
Etc., Etc.

Edwards & Edwards Limited

Head Office and Sale Rooms
27 Front E. Toronto

Tanneries
Woodbridge, Ont.

Quebec and Maritime Provinces Represented by
JOHN McENTYRE LTD. 28 St. Alexander St. MONTREAL, QUE.

FRED DUFTON
Ontario Representative, KITCHENER, ONT.

"GLOBE"
PILLOW WELT
AND
"BABY PILLOW WELT"
Shoes

The Only Genuine Goodyear Welt Shoes
made with a

PILLOW WELT INSOLE

The trade of your Juvenile Department will be established on the paying basis of permanent progress if you carry the Globe lines,—for the reason that they combine the three essentials in the children's shoe, viz.,

Foot-Comfort, Durability, and Value

These shoes give the small foot an opportunity to grow, at the same time affording a good fit, ensuring reasonable wear, and presenting an attractive appearance.

Globe Shoe Limited, Terrebonne, Que.

Montreal Office, J. A. BLUTEAU, Representative
11a St. James Street

Carried in stock by Alfred Lambert, Inc., Montreal

Here's the answer to the questions your customers ask concerning Patent

Will it crack?
Will it peel?
Will it endure?

Capacity
1800 sides per day

ARC BRAND
EST. 1852

A. R. CLARKE & COMPANY LIMITED

The Largest Manufacturers of Patent Leather in the British Empire

MONTREAL TORONTO QUEBEC

Footwear in Canada

Greetings from Getty & Scott Limited

FOR the splendid patronage accorded us during the closing year, we want to extend our sincere thanks.
Xmas 1922 brings us another opportunity of wishing all our good friends in the trade the compliments of the season. May the New Year, 1923, serve to cement the many friendships we have made and yield health and prosperity to all. Good Luck.

Serve Your Customers with

THE CLASSIC SHOE

during 1923

GETTY & SCOTT LTD.
GALT, CANADA

The Christmas Season once again offers a respite from the daily round, and provides us with an opportunity of expressing our gratitude for past business. Your prosperity and happiness throughout 1923 is our sincere wish.

PANTHER HEELS

PANCO SOLES

The New Panther Heel and Panco Soling are an unbeatable combination. They make neat, satisfactory work easy, and save time and labor; for Panther Heels can be put on with a heeling machine. The long wear and genuine foot-comfort they provide are two qualities which will make many friends for your store.

Prices on request.

The Panther Rubber Co., Ltd.
Sherbrooke, Que.

Invictus
THE BEST GOOD SHOE

986/130 Men's Bro. Cordo oxf. S.S. Stag last. Price:

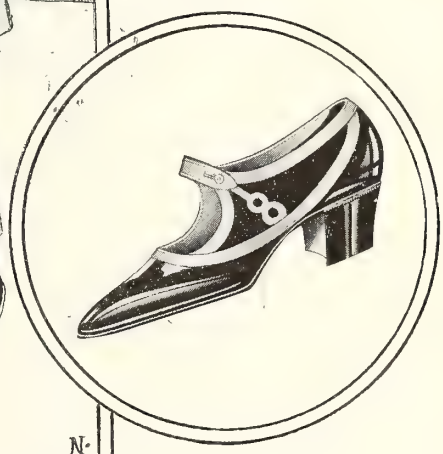
$5.65

Less 5% for 24 prs. lots of not more than 2 widths. No order for less than 6 prs.)

541/177 Ladies, Pat. Lea. 1-Strap. Wht. Elk. top, vamp and fox collars; S.S. Sport No. 1 last Price:

$5.50

(Less 5% for 24 prs. lots of not more than 2 widths. No order for less than 6 prs.)



Style leaders, but combining with their smartness that most essential thing in Shoes—QUALITY.

GEO·A·SLATER Limited,
MONTREAL·

Christmas Greeting with Peace & Plenty for the New Year

La Compagnie J. A. & M. Cote

ST. HYACINTHE - QUEBEC

Nineteen Twenty Three Promises Big Rewards for the Dealer who features Yamaska

Yamaska is a staple shoe, which embodies the element of style. It is a good-looking shoe then in addition to being a shoe that is comfortable and sturdy.

Its wearing quality is proverbial. Due to the carefully selected materials from which it is made and the excellent workmanship employed, it will outlast other footwear selling at a much higher price. But this not all; for Yamaska represents what many dealers will tell you is the greatest value on the Canadian maret today. AND VALUE WILL BE THE GREATEST SELLING FACTOR DURING 1923.

That is why we say every wide-awake dealer can reap a big reward by featuring Yamaska during the coming year.

Yamaska is known from coast to coast. The demand is everywhere. Why not supply it?

Start 1923 Right
—enquire about the
Yamaska proposition
NOW

La Compagnie J. A. & M. Cote

ST. HYACINTHE - QUEBEC

Spaulding's Fibre Counters

Have

A perfectly moulded, uniform heel seat that fits the last.

A wide scarf that gives maximum flexibility where necessary.

A proper degree of rigidity and the correct shape to give a perfect backpart.

J. SPAULDING & SONS CO., Inc.

Main Office and Factory
NORTH ROCHESTER, N. H.

Boston Office
203-B ALBANY BUILDING

PHILADELPHIA
John G. Traver & Co.
141-143 No. 4th St.

CINCINNATI
The Taylor-Poole Co.
410-412 E. 8th St.

ST. LOUIS
The Taylor-Poole Co.
1602 Locust St.

CHICAGO
J. E. D. McMechan & Co.
217 W. Lake St.

SEVEN FACTORIES
Tonawanda, N.Y.
No. Rochester, N.H.
Rochester, N.H.
Milton, N.H.
Townsend Harbor, Mass.

English Agents: J. Whitehead & Co., Ltd.
Leicester, England.

CANADIAN AGENTS:
International Supply Co., Kitchener, Ontario, and Quebec City.
V. Champigny, Montreal.

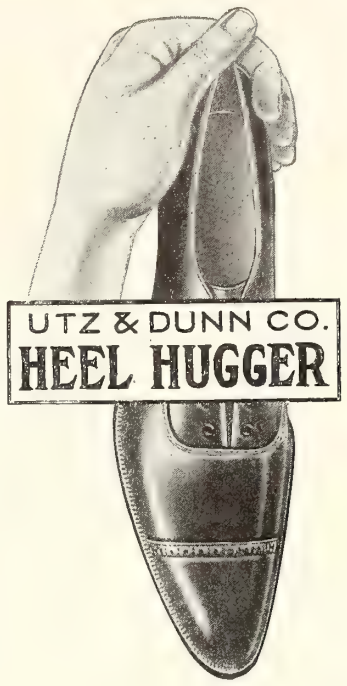
The House of
UTZ & DUNN

makers of

"Style Shoes of Quality"

announce the

HEEL HUGGER LINE



These shoes are the result of long and varied investigations that show conclusively the need of shoes that will "HUG THE HEEL" in a firm, yet gentle manner.

"Combination" lasts alone will not answer the purpose.

The "Heel Hugger" is made over lasts with combination measurements. These lasts are TRIED and PROVEN and both lasts and patterns are designed especially for the purpose.

They have ample tread at the ball and base of heel seat, but are constructed in such a manner that they HUG THE HEEL and ankle and thus preventing gaping at the sides or slipping at the heel.

A cupped heel seat prevents the foot from slipping forward in the shoe.

A special heel anchor grips the top of the heel at both sides and back and extra reinforcements prevent bulging at points which frequently stretch with usage.

Be the first to feature this line in your vicinity.

UTZ & DUNN CO.

ROCHESTER :: NEW YORK

DENVER OFFICE
218 Charles Bldg., Denver, Colo.
TIGER & McNUTT
Representatives

NEW YORK OFFICE
Bush Terminal Sales Building
130-132 West 42nd St., Room 1521
S. A. McOMBER, Representative

LOS ANGELES OFFICE
709 Forrester Bldg., Los Angeles, Cal.
G. C. McATEE, Representative

I have always thought of CHRISTMAS as a good time; a kind, forgiving, generous,—pleasant time; a time when men and women seem by one consent to open their hearts freely and so I say God Bless Christmas.

DICKENS

Daoust, Lalonde & Co., Limited

Montreal, Que,

Branch: The Metropolitan Shoe Company, 91 St. Paul St. East, Montreal.

The MINER RUBBER CO. Limited

Branches and Selling Agents

The J. Leckie Co., Limited	Vancouver, B. C.
The Miner Rubber Co., Limited	Calgary, Alta.
The Miner Rubber Co., Limited	Edmonton, Alta.
Congdon, Marsh Limited	Regina, Sask.
The Miner Rubber Co., Limited	Regina, Sask.
Congdon, Marsh Limited	Winnipeg, Man.
The Haileybury Wholesalers, Limited	Haileybury, Ont.
Coates, Burns & Wanless	London, Ont.
R. B. Griffith & Co.	Hamilton, Ont.
The Miner Rubber Co., Limited	Toronto, Ont.
The Miner Shoe Co., Limited	Ottawa, Ont.
The Miner Rubber Co., Limited	Ottawa, Ont.
The Miner Shoe Co., Limited	Montreal, Que.
The Miner Rubber Co., Limited	Montreal, Que.
The Miner Rubber Co., Limited	Quebec, Que.
H. S. Campbell	Fredericton, N. B.
The J. M. Humphrey Co., Limited	St. John, N. B.
The J. M. Humphrey Co., Limited	Sydney, C. B.
The Miner Rubber Co., Limited	Halifax, N. S.
R. T. Holman Limited	Summerside, P. E. I.

The Season's Greetings

May 1923 lead you along the paths of greater business and greater prosperity. May the passing of 1922 make way for increased success. The Miner Rubber Company extend the compliments of the season to every member of the trade.

Shoemakers to Wholesalers only

We extend the season's greetings and wish you and those whose happiness is yours a full measure of Christmas joy and success for the New Year

Tetrault Shoe Mfg. Co., Ltd.

Montreal — Quebec

Largest Makers of Boots and Shoes in Canada

Greetings—

WE thank our many friends throughout Canada for their generous patronage during the closing year. It is, we feel, a tribute to the high quality of our product. We want to extend to each one of you our sincere wish that the coming Xmas will yield you a full measure of its good things and that the New Year will make for you another rung in the ladder of success.

New Castle Leather Company Inc., New York

Canadian Branch 335 Craig St. W., Montreal Factory: Wilmington, Del., U.S.A.

Help Your Staff To Sell

by the judicious use of Dale Display Fixtures. More particularly at this time of year, when the beautiful is especially emphasized, you will require to have your window and interior displays as attractive as possible. We have many delightful novelties that will help set off your lines to good effect. They are real business getters and are not excelled by any other product.

Christmas Greetings

The Dale Wax Figure Company officials extend to everyone in the trade their heartiest Good Wishes for a Merry Christmas and a Happy New Year.

Our catalogue offers many suggestions to window dressers. Get a copy.

Dale Wax Figure Co., Ltd.

Canada's Leading Display Fixture House

Toronto — Canada

Montreal
P. R. Munro
520 New Birks Bldg.

Winnipeg
O'Brien Allan & Co.
Phoenix Block

Vancouver
E. R. Ballert & Son
Mercantile Bldg.

The Spirit of Christmas

That good old season of feasting and merrymaking, of good wishes and great joyfulness, of carol singing and Santa Claus:—is with us once more.

And so we wish our many friends throughout the trade a right Merry Christmas and all best wishes for the New Year. May 1923 prove another successful rung in the ladder of your business life.

Valentine & Martin

WATERLOO, ONTARIO Limited

Manufacturers of high grade Goodyear Welt Staples for Men and Boys

A Merry Christmas and Happy New Year

is the wish extended by the Talbot Shoe Company, of St. Thomas, to all their many friends and patrons, and they desire at the same time to render thanks for the generous patronage accorded them during the past twelve months.

The Arch Preserver Shoe

"Keeps Good Feet Good"

Men's feet will be listed as "quick assets" wherever these shoes are worn. There's a special unbreakable bridge construction that "carries the traffic", and an attractiveness of Style, that makes it, not a Bridge of Sighs but a Bridge of Style.

The Arch Preserver Shoe is made by us under special license from E. T. Wright & Co. Inc., Rockland, Mass.

The Shoe with an Anchored Arch.

The Talbot Shoe Company Ltd.

St. Thomas - Ontario

PERTH

STOCK LINES

Styles that appeal to your popular priced trade

READY TO SHIP——————ALL GOODYEAR WELTS

This style made in leather as below described

No. 6005
Black Kid 1 Strap 2 Button $3.85

No. 6014
Brown Calf 1 Strap 2 Button $4.35

No. 6018
Patent 1 Strap 2 Button, Dull calf top and strap $4.35

This style made in leather as below described

No. 6000
Black Kid Oxford $3.85

No. 6023
Black Calf Oxford $4.25

No. 2895
Brown Calf Oxford $4.25

This style made in leather as below described

No. 6003
Black Kid 1 Strap 1 Button $3.85

No. 6379
Black Kid 1 Strap 1 Button, Grey Buck top and strap.. $4.35

All lines put up in quick delivery packages of 12 pair lots in C or D widths 1/3, 1/3½, 1/4, 2/4½, 2/5, 2/5½, 1/6, 1/6½, 1/7

ORDER NOW **TERMS: NET 30 DAYS**

Perth Shoe Company Limited

Largest Manufacturers of Women's Welts Exclusively, in Canada

Perth, Ontario

Our Growing Girls, Misses, and Childs lines are made with the same care and material as our woman's line.

Eureka Shoes

WHEN a range of footwear gains a place in the front rank in so short a time as did Eureka, there must be a good reason.

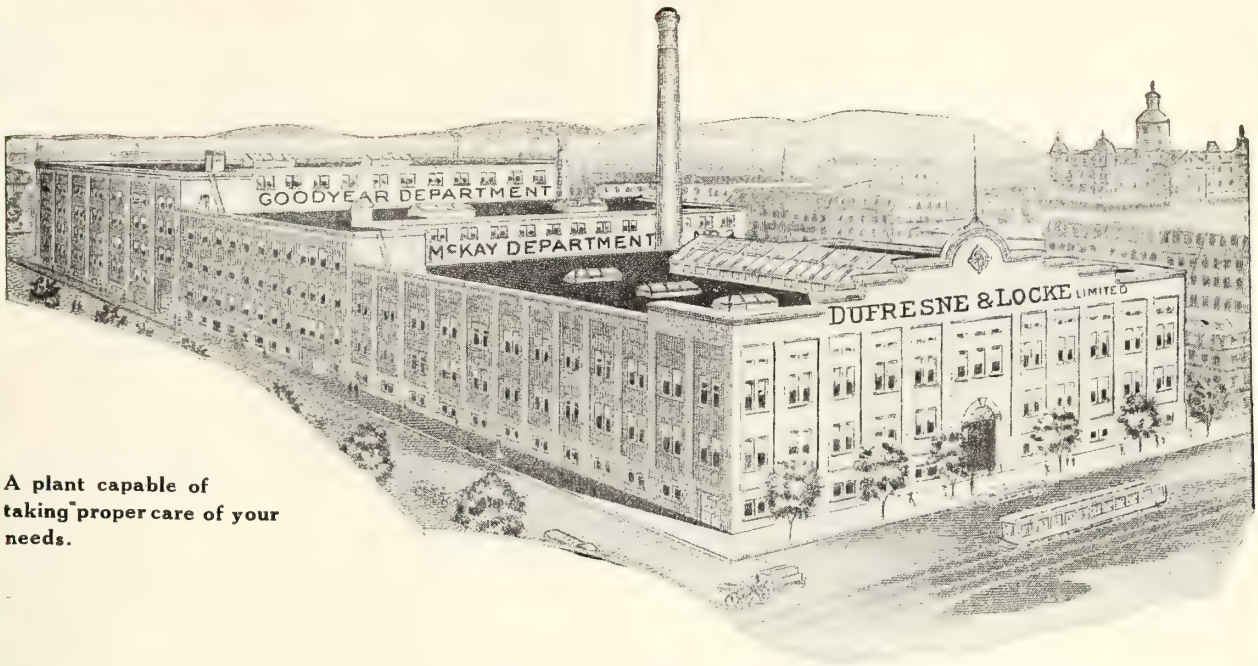
We like to believe—and many tell us that this is the reason—that it is because Eureka Shoes represent uncommonly good value; better than most in fact.

For the coming season, when value will be uppermost in most customers' minds we have gone further than ever before in an effort to give the greatest value.

The samples are well worth your inspection. They include Women's One, Two and Three Straps, Button and Buckles, Wide and Narrow Straps.

Eureka Shoe Company

Three Rivers



A plant capable of taking proper care of your needs.

Christmas Greetings

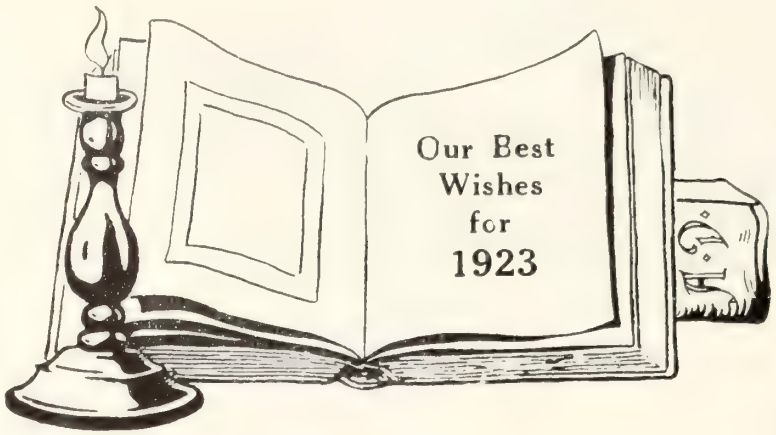
We extend Joy and Happiness to the hearts of you all and may the coming year exceed all those past in health and prosperity to you and yours.

Spring samples ready for your inspection

DUFRESNE & LOCKE

LIMITED

MONTREAL - QUEBEC



THE close of another year brings past business into review. Most of us can point to it as a period of hard battles well fought. The fog of trade depression has at times made it difficult to find the way but all indications point to fair sailing from now on.

We, of the Murray Shoe Company, have much to be thankful for. Nineteen twenty-two has been kind to us. It has brought us many new friends in the trade and has strengthened the bonds with the old. Sixteen years have made the name of these legion and to all we express our gratitude for their past patronage.

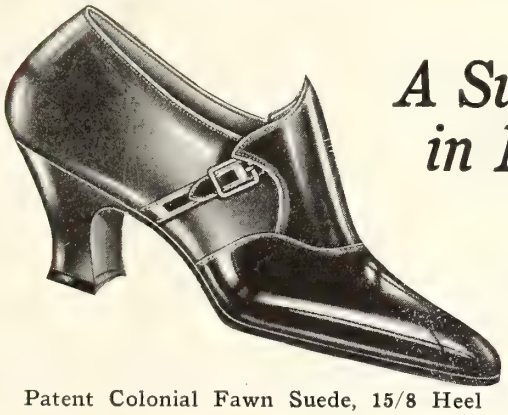
The Murray Shoe Co.

LIMITED

London, Ontario

Greetings to the Trade

We welcome this opportunity of expressing to our many friends in the trade an appreciative word for the business placed with us during the closing year. At the same time we extend our cordial wishes to all for a bounteous Xmas and a prosperous New Year.



Patent Colonial Fawn Suede, 15/8 Heel

A Successful Trio in Making Sales

The models illustrated represent the best line of women's footwear we have yet offered the trade. Their sales have already established them as leaders in popularity. Have you seen samples yet?

Patent Colonial One Button Matt Calf Tongue, 15/8 Heel

Silver Brocade One Strap, 15/8 Heel

Gagnon, Lachapelle & Hebert

56 KENT STREET MONTREAL

Our Thanks to the Trade

THE year now ending has once again proved in no uncertain way that the United Last Company, Limited, is serving a very definite purpose in the shoe industry of Canada.

We thank those manufacturers whom we have served and express the hope that many others whom we have not will give us an opportunity during the coming year.

A Merry Christmas and a Happy New Year to one and all.

United Last Company, Ltd.

Lasts and Upper Patterns

Montreal — Quebec

Toronto Sales and Pattern Shop

76 Richmond St. East

DEALERS! FEATURE THESE QUALITY LINES

MAKE A PROFIT FROM YOUR FINDINGS DEPARTMENT—

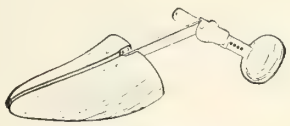
Bigger Business Awaits You if You Sell

SHOE *LACES*

(Round and Flat Braid) **(All Prevailing Colors)**

Corrugated Tips Guaranteed to Wear the Life of the Lace

ANDERSON
SELF-ADJUSTING
SHOE TREE



Made in Four Sizes

Fit all sizes—all styles—all widths.

Wholesale - $1.25 per pr.
Retail - - $1.75 per pr.

"PLYMOUTH"

Metal Shoe Store Supplies

- Shoehorns.
- Wood Shoetrees.
- Metal Shoetrees.
- Lace Tippers.
- Heel Plates.
- Etc.

"VERY BEST" Shoe Stretchers
Will Outwear Any Other Style

GRIFFIN
BRONZE DRESSING

gives the most natural bronze. Renews in splendid fashion old bronze shoes. Places an excellent bronze finish on black shoes.

Order your supply of Griffin Bronze Dressing today and be prepared to supply the demand that fashion is creating for bronze shoe dressing.

A Griffin Preparation For Every Material

KAMEL HIDE

Leatherized Laces
Extra Quality
Neat in Appearance
Wear Like Iron
Moderately Priced
Mounted on attractive counter display cards.

BETTER HIDE

Leatherized Laces
For Greater Endurance
Every Pair Guaranteed

Packed in attractive counter display cartons. Each pair boxed.

Specially made for Oxfords and Men's High Shoes

SHOE STORE SPECIALTIES CO., 260 Yonge St. Toronto, Ont.

Any of the above lines can be purchased through these jobbers
(Prices on Application)

D. D. Hawthorne & Company, Toronto
W. B. Hamilton Shoe Company, Limited, Toronto
Canadian Shoes - Findings - Novelty Company, Toronto and Montreal
P. B. Wallace & Son, Toronto
W. H. King, Toronto
Breithaupt Leather Company, Limited, Kitchener
Milne & Waggott Company, Limited, Edmonton
Great West Saddlery Company, Limited
Adams Brothers Harness Mfg. Company, Limited

GET THEM FROM YOUR JOBBER

AT this happy season, when joyful greetings are the order of the day, an opportunity is afforded of expressing our goodwill to the trade and our unqualified appreciation to those dealers in particular who have favoured us with their patronage during the past year.

May Health Happiness and Prosperity crown your efforts during the coming year, and may this Christmas be a happy and joyful one for you and yours.

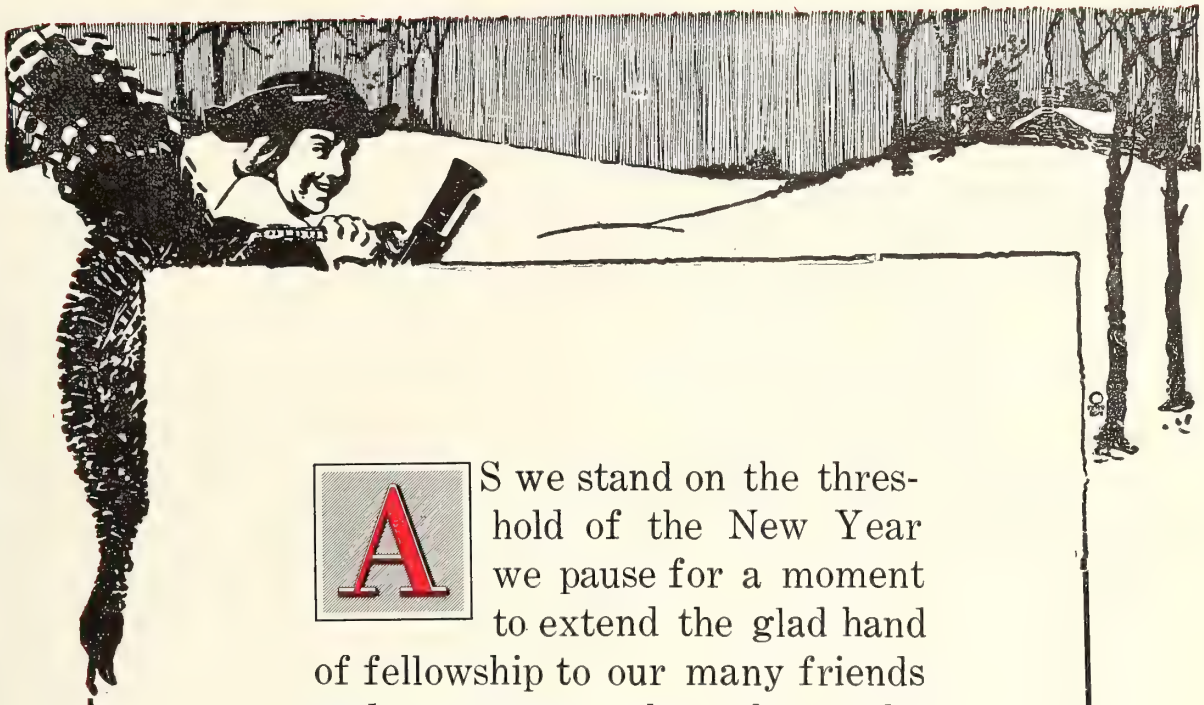
A. A. COTE & SON LIMITED
ST. HYACINTHE, P. Q.

We wish to take this opportunity of expressing our goodwill to the trade.

May Health and Prosperity be yours and may the New Year help to cement the happy relations between us.

La Maison Girouard Ltee.

New Address after January 1st, 1923
102 St. Paul Street West, Montreal



AS we stand on the threshold of the New Year we pause for a moment to extend the glad hand of fellowship to our many friends and customers throughout the Canadian Shoe trade.

May this Christmastide bring you its full share of gladness, and the New Year greater prosperity.

Samson Angus, Limited

54 Jurors Street - - Montreal

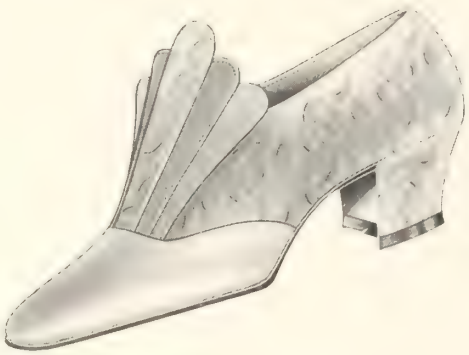
December
1922

Make sure that you are fully stocked with the famous

SAMSON HOCKEY BOOT

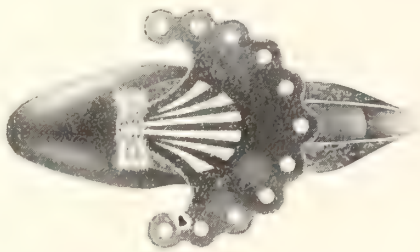
Your Best Sellers For 1923

Clever Creations in Hand Made Turns



Yolanda Colonial

Venetian Sandal



La Fascista

The dealer who handles these latest European and American designs in hand made turns can cash in on a woman's natural desire for handsome, distinctive footwear. Samples will dispel any doubt. Write for them.

We extend the season's greetings and wish you and those whose happiness is yours a full measure of Christmas joy and success for the New Year

La Gioconda Shoe Mfg. Co.

A. D. Sebastiani, Manufacturer,
300 Beaudry St., Montreal

Agents:
Hall & Hodges, Limited, 16 St. Sacrament Street, Montreal

Black Beauty

Chrome Patent Sides

We thank you again for the business entrusted to us in 1922. May success attend your efforts throughout the coming year.

The Robson Leather Company
Limited
Oshawa - Canada

THE·ROBSON·LEATHER·CO·LIMITED
HIGH GRADE SIDE LEATHER
OSHAWA RLCo CANADA

La Duchesse

May Health and Prosperity
and a bounteous share of all
good things be yours during
the years that are to be

—the Christmas wish of

La Duchesse Shoe Co., Reg'd.

Montreal, Quebec

Xmas
Wishes
1922

A new turn on Norwood last. Sample number 630. Early delivery. Retails from $8.00 to $9.00.

TO offer the merchant new models which express fashions latest trend is our constant endeavor. Extremes find no place in our lines, every number being designed to please the general public.

Typical of our policy is this Cross-strap shown above. It represents unusual value and will prove a ready seller for winter and early spring.

J. & T. BELL, Limited

180 INSPECTOR ST. - MONTREAL

Toronto Representative: C. E. Fice, Stair Bldg., 133 Bay St.

"GUTTA PERCHA"

Canvas Shoes and Rubbers

Will Reward Your Effort Handsomely

"Gutta Percha" products are the tried and proven kind. They assure the merchant sales and profits. You are not asked to experiment with an obscure, little-known line. These excellent shoes and rubbers have successfully met the test of time for service—and sales.

Get the new catalogue from your nearest distributor and welcome the salesman when he calls.

Manufactured Exclusively By

Gutta Percha & Rubber,

LIMITED

Head Offices and Factories, Toronto

Announcement Extraordinary

To the Canadian Shoe Retailers

Taplin's Natural Tread Shoes
Taplin's Meta-Tarsal Shoes } **The Twin Sisters**

We wish to announce to the high class Shoe Retailers of Canada our readiness to accept orders for our **Self Selling** line of Health Shoes, combined with our Dresto last—for Spring.

Samples of these wonderful Shoes will for the first time be on exhibit to the retail trade at the Mount Royal Hotel, Montreal, Convention week—January 16 and 17.

Recently, important changes have been made in our lasts and now the complete line will be practically "self-selling." Educational work which we found necessary with former shapes is noticeable only by its **entire absence** with our new line.

Our "Dresto" last, which follows in general lines our Semi Natural, but more narrow at toe, carries a 12/8 Heel in any size or shape desired from Baby Louis to Cuban, and on this last, and this last only, we intend to follow the most exacting demands of fashion. Our line in general will be staple, and very high grade, not varying in the slightest from season to season, and made in kinds and leathers for all purposes. The "Dresto" last just steps in to give the kick and color to what prominent Shoe men have been good enough to say is the most highly desired line of Shoes in the world.

Our system removes entirely the "Jazz" course from the Shoe trade without the necessity of losing one sale. It also removes from your store the ever lowering values of your Shoes in stock through the fast changing of styles.

Methods which we now are in a position to present to you are the result of conferences covering many months between our President, Mr. Taplin, and Canada's most outstanding Retailers, and are said by them to furnish a solution to their most serious problems.

In these conferences we have benefited from the advice of Mr. Morton W. Murdoff, one of the most outstanding men of the shoe trade. For 24 years he has represented the Queen Quality Shoes in Canada. He has now severed his connection with them to join our organization and will be our Sales manager for Canada.

Be sure and see these Shoes at the Convention. Mr. Taplin and Mr. Murdoff will be there to answer all questions and to accept your orders.

We are looking for exclusive, high grade dealers throughout Canada, and after we sell them **to you,** we shall sell them **for you.**

Natural Tread Shoes of Canada, Ltd.

Factory at 105 Pinnacle St.

Belleville - - Ontario

NON-RIP
(Reg'd)
Has a good Record for 1922

It has been a consistent seller throughout the year, giving excellent service, and yielding the retailer profitable sales. If you are not stocking NON RIP (Regd.) Sandals, write us.

Accept Our Thanks and Best Wishes

We thank all our good friends for their co-operation and custom during 1922, and extend to them our hearty wishes for a bounteous Christmas, and a New Year of health and prosperity.

Humberstone Shoe Co., Ltd.
HUMBERSTONE — ONTARIO

LEATHER

E. R. Lewis Leather Co.
Toronto, Ont.
Sheepskins.
Ritchie & Smith, Ltd.
Toronto, Ont.
Shoe Laces, Threads.
Duclos & Payan,
St. Hyacinthe, Que.
Side Leather, Counters, etc.
Perkins & McNeely,
Philadelphia, Pa.
Glazed Kid
Breithaupt Leather Co., Ltd.
Kitchener, Ont.
Sole Leather.
McQuay Tanning Co., Ltd.,
Owen Sound.
Harness Leather
H. B. McCarthy Co., Ltd.
Port Hope, Ont.
Leather Laces and Straps
C. H. Peters & Sons, Ltd.,
St. John, N.B.
Shoe Leather.
Wilfred Cantin,
Quebec.
Chrome Patent Leather.

LARGE stocks of these nationally known lines always on hand for immediate shipment.

Call, write or phone for any information you desire. We want to show you the kind of service we are capable of giving.

Fancy Sheep, Shoe Sheep
Side Leather
Chrome and Bark Tannage

Counters, Leatherboard
Fibreboard and Solid leather.
Pancake and Flexibles

Skivers
Fancy Colors and Grains

Glazed Black and Colors.
Patent Leather
Harness Leather
Leather Laces
Sole Leather
Sides and Bends.

Shoe Laces and Threads

ED. R. LEWIS LEATHER CO.

45 Front St., East, Toronto

Phone: Main 2579

Many Thanks for Your Patronage

At the close of another year, we express our sincere thanks to the many dealers who have co-operated with us in putting over big the TRED-RITE idea of a better, more serviceable and more hygienic shoe.

Tred Rite

has become a by-word in the advancement of shoe manufacture. It stands for foot-freedom, reliable wear, and good looks.

In thanking you, we cordially extend our wishes for a joyous Xmas and a New Year of p r o s p e r i t y and good health.

The Tred-Rite Shoe Co., Ltd.

Otterville, Ontario

Let's Take an Inventory!

THESE are strenuous days that demand foresight based on accurate knowledge.

Every shoe merchant should be in touch not only with the details of his own business, but with the conditions in the industry as a whole.

How best can he take an inventory of the situation? The one **Best** way is to get together with his fellow merchants, and with the leaders of the other branches of the industry, and examine **all** the factors that enter into the situation.

The coming N.S.R.A. convention in Montreal is the opportunity.

We're going to thrash out many matters of pressing importance, not only between ourselves as retailers, but with the manufacturers, wholesalers and travellers.

Authoritative speakers will deal with subjects upon which we are all seeking for light.

Come along and bring your ideas and your problems, and discuss them with men from all over Canada who are up against the same difficulties as yourself.

Come and see all the latest samples of the manufacturers. Meet all your good friends in the trade. Hear rattling good speakers. Attend a "bang up" banquet. Have a profitable time and an enjoyable one. And, finally, get back into the game, refreshed and enthused, and ready to tackle every problem which 1923 may present.

IT'S YOUR CONVENTION!

MOUNT ROYAL HOTEL, MONTREAL, Jan. 16-17

Write for reservations at once.

NATIONAL SHOE RETAILERS ASSOCIATION OF CANADA

National Shoe Retailers' Association

With which are associated the three allied branches of the footwear industry—manufacturers, wholesalers and travellers.

K·B· HARD SOLE FELTS SOFT SOLE KUMFYS

See that Your Customers are Provided with

RELIABLE FELTS

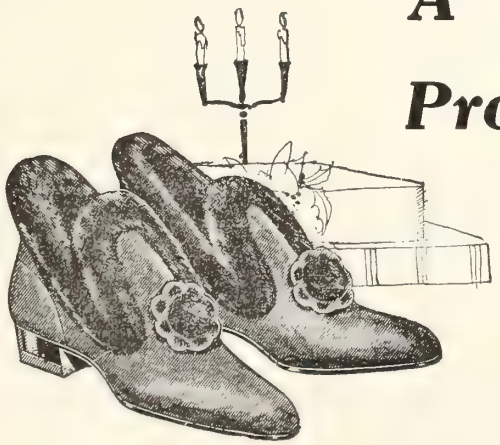
You will find your strongest Business-Getting Ally to be a well selected range of K.B. warm Footwear, from the Dainty Boudoir Kumfys for indoor wear to the strong, heavier Felt Staples for outdoor coldest weather.

K.B. high standard of quality and value are well known to every dealer and the great majority of wearers.

1923 K.B.s will cover the complete range from Men's to Infants', in all standard shades of color.

The new K.B. samples will be in the hands of the leading wholesale shoe dealers early in January.

Buy your K.B.s early.



A Merry Christmas and a Prosperous New Year

We cordially thank our many customers for their splendid co-operation and patronage during 1922. Accept our sincere wishes for a Merry Christmas. May the light that illumines the high road to health, wealth and prosperity, burn steadily for you during your endeavors of 1923.

THE COBOURG FELT COMPANY, COBOURG, ONT.

A Merry Xmas
and
A Happy New Year

Your Best Seller for 1923

The Goulet Shoe has been pronounced a success by the remarkable volume of sales it has made during 1922. This is unmistakeable evidence that when high standards of manufacture are adhered to the product will be appreciated by both the consumer and dealer.

1923 will see us applying our efforts to the production of the same high-grade, serviceable footwear in order that jobbers and retailers handling the Goulet shoe will be sure of continued profitable sales and satisfied custom.

O. Goulet & Sons, Ltd.

575 St. Valier Street
QUEBEC, P.Q.

REG. IN
KENDEX
CANADA

The Insole "Perfect"

The "Gym" Shoe

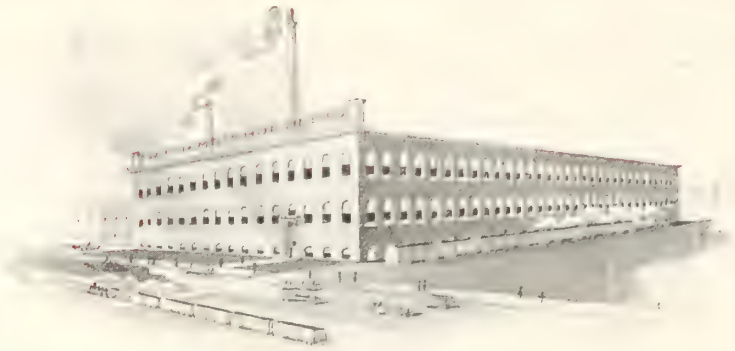
The Northern Rubber Co., Ltd., appreciate the value of "KENDEX" and use it extensively in their lines.

The "GYM" shoe illustrated will appeal to indoor gymnasts in general, and to basket ball players in particular.

Write us for a dozen slip insoles packed in assorted sizes.
They will please your trade.

"A Merry Christmas and a Happy New Year"

KENWORTHY BROS. of CANADA LIMITED
St. JOHNS, P.Q.
Montreal Address: 224 Lemoine Street



Greetings

ONCE again the Year wanes and the Happy Holiday time is here. We must not let it pass without a Good Wish for each and every one of our friends in the trade. May you have a Christmas brimful of Joy and Good Cheer, with a year following with exceeding Happiness and Prosperity.

From the Makers of

CANADA'S STANDARD STAPLES

Williams Shoe Limited

Brampton - - Ontario

Footwear in Canada

Member Audit Bureau of Circulations

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"Make the best of everything; think the best of everybody; hope the best for yourself."

THE management of the Breithaupt Leather Co., Ltd. and their representatives at the various shoe centres join in wishing every member of the trade a Merry Christmas and a Happy New Year.

We sincerely hope that 1923 will be the best you have ever known.

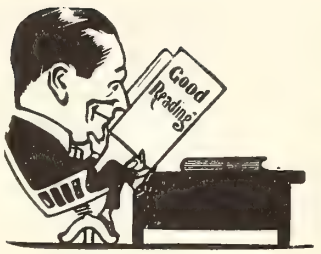
The Breithaupt Leather Co.
Limited

Manufacturers of "The Standard of Canadian Sole Leather"

Sales Offices:
KITCHENER TORONTO VANCOUVER MONTREAL QUEBEC

Tanneries at:
PENETANG HASTINGS KITCHENER WOODSTOCK BURK'S FALLS

With the Editor



Salesmen Should Understand Fundamentals of Good Taste in Wearing Apparel

A salesman is only a salesman by virtue of his superior knowledge. He can't "sell" anything to a customer who knows more about it than he does. The customer in that case does the buying and the salesman merely fills the role of an order-taker.

It is particularly essential that the shoe merchant who is catering to a high class trade, and his sales staff, should understand "style." This means much more than merely knowing "what's what" in footwear: It requires a comprehension of the principles of good taste in dress, and a general knowledge of prevailing fashions in wearing apparel.

Thus equipped, the salesman can size up a customer almost at a glance, and knows, within limits, what her tastes in any particular type of footwear are likely to be. Customers may be divided roughly into two classes—the well-dressed and the badly-dressed. Many women who spend thousands every year on their clothes are badly dressed—that is to say, they display poor taste, vulgarity perhaps. Others are well-dressed, comparatively, on a small fraction of the expenditure—they have the sense of style and the refinement of taste which always causes them to dress appropriately.

Appropriateness—that is the keynote of genuine style, according to the best authorities. Listen to what "Vogue" has to say on the subject in a recent issue:

"Many are the hats that would be charming in a tableau which, in the street, are the sport of the winds and comparatively few that are smart, practical, and suitable for street wear are picturesque. The feet of the foolish look enchanting to them in high-heeled satin slippers and shoes, but unless one is bedridden to a motor (which is extremely bad, for both figure and constitution), one does walk the pavements from time to time, and heaven does not always keep them bone dry for them just as it should. Nothing looks worse in snow and rain than thin shoes and bedraggled clothes yet, though rainy and snowy weather cannot fail to be our frequent portion as the years roll on, we make little real preparations to meet them as modish women should. Good-looking, thicksoled boots are harder to come by than flimsy ones, but are obtainable. Money spent to make them handsome, to add to them the latest thing in stout umbrellas, close-fitting saucy hats, and swaggering, caped coats (dashing in winter sunshine and defiant of storm)—is money excellently spent. It takes hard work, ingenuity, and self-denial, to turn out a modest daily fashionplate, but that's what it means to be a really well-dressed woman."

Short Skirt a Charter of Feminine Independence

In the world of fashion, also, the leaven of democracy is making its influence felt. Time was when Dame Fashion was an absolute autocrat, whose behests nobody who was anybody thought of disobeying. Consider the monstrosities, by courtesy called gowns and costumes, in which women obediently clad themselves without a murmur during the late Victorian era. Think of the bustles, the mud-sweeping garments, the wasp-waists, the leg-of-mutton sleeves (which were just as beautiful and artistic as the name sounds), the millinery. Good Peter. Think of the millinery. Have you ever turned over the pages of the old family album and noted some of the pictures in which the ladies are wearing their hats? They look like an attempt at caricature to us today, and it's not merely because they are out-of-date but because they were downright ugly.

It is unbelievable that woman will ever again submit to such monstrosities in the name of Fashion. There is no getting away from the fact that the styles of today combine good sense and good taste to an extent which has never before been equaled. There are the extremists, of course, who seek to caricature any style that is introduced, and generally succeed—but they are in a very small minority. The average Canadian woman is well and sensibly dressed, and she is showing a decided disposition to stick to clothing of that type. The attempt to stampede the feminine population into adoption of the long skirt has been a failure. Skirts are lengthening, it is true, but not below the 9 inch limit for street wear despite the efforts of the modistes. When they were told that they must wear skirts to the ankles, the women simply put down their feet and said "No."

This feminine assumption of an independent attitude in the matter of styles is rather an advantage from the viewpoint of the retailer, because he is closely in touch with his trade and can follow the trend of their desires.

Honor!

GREAT BRITAIN is going to pay to the last farthing irrespective of whatever any other debtor nation does. England moved first in the matter of debt settlement, even before the people of the United States realized that nearly half their war debt represented loans to the Allies. England moved promptly because she meant to pay and to collect from her debtors if possible.

The majority of people in this country do not understand the word "honor" as respects debts and endorsement as the English understand it.

If an Englishman introduces a friend to his tailor, it is as an introduction to his club; the introducer is responsible for any debt.

The tendency of this country is to regard the tailor, the butcher or the grocer, or the merchandiser of any sort, as indebted to the introducer for a new customer.

If bank officials or bank directors were held responsible for the introduction of new customers, larger salaries would have to be paid and business might be very much restricted.

One of the largest banks in New York was not long ago surprised because the youngest director on the board promptly stepped up and paid the debt to the bank of a young merchant who had failed.

The bank director said "I introduced this young man to the bank for credit, believing in his ability to make a success of his business. For a time he made a very decided success and appeared to be above the ordinary in the intelligent handling of his business. Then came the big shrinkage in values which swept him over. I believe the bank extended this credit because of my introduction and though I don't believe, generally speaking that directors should be financially responsible for bank introductions, I felt I had a personal responsibility in this instance, which I could not overlook.

Barron's Weekly (N. Y.)

An interesting view of the new Shoe Store of T. Jack & Co., Fort William, Ont.

The Equipment of a High Class Footwear Establishment in Fort William

T. Jack & Company Pay Close Attention to the Appearance of Their New Shoe Store, Both Inside and Out—With Results That Tell

T. Jack & Co., of Fort William, Ont., have recently moved into new premises which they are fitting out with most modern and attractive equipment. The new location, considered one of the best in the city, is in the centre of the Beaver Block, or to be exact 607 Victoria Ave. A frontage of twenty-five feet affords two very fine show windows; and with a total of eighty feet, a spacious interior is provided. A fine, thoroughly equipped basement under the full area of the store proper provides plenty of storage for reserve stock.

Single carton shelving is used, with depth measured to accommodate standard size cartons, fourteen deep on the men's side, seventeen deep on the ladies' side. All face surfaces are in dead white with ceiling of white and walls of buff. This makes a very bright, clean and cheery store.

Well-Equipped Windows

The window background is three-panel construction up to a height of 55 inches from fase, above which there are four panels of clear glass, finishing to height of window. The finish is in white, with light oak floor. The lighting system uses the blue-shaded globe of 200-watt per lamp capacity, four in each window, which gives an almost daylight clearness to the window and is especially noted by those who are choosing shades in hosiery from window displays.

The convenience of the three slide panels is obvious from the fact that every part of the window is accessible. Each panel is of ample measurement, permitting, without difficulty, the effective arrangement of a window display of trunks, cases, bags, etc. Placed in the shelving of store about thirty feet from entrance on each side are 20 inch by 72 inch bevel-edged plate glass mirrors which give a very good effect to the store interior; are useful in showing the customer the fitting effects of the shoes being sold, and also serve as a door to a cabinet wherein are stocked foot comfort goods on the one side and polishes, cleaners insoles etc., etc., on the other side.

The firm has under consideration installing of either one horse-shoe-shaped show case and one 10 foot straight faced case or else two 5 foot cases and one 10 foot case. About thirty chairs of the individual arm chair style are being installed and two carpet runners, each 15 yards long by 30 inches wide will be placed before the chairs. A balcony 22 ft. deep across the back end of the store affords a spacious office room and also considerable space for trunks, cases and bags. This arrangement of travelling goods is found especially pleasing and convenient.

High Grade Stock Carried

Jack & Co. feature several of Canada's best-known and most reliable makes of shoes. Among the lines carried are Hartt's Shoes for men and women; J. & T. Bell's footwear, Strider Shoes, Greb Shoes, Chums, MacPherson and Classic, as well as special branded shoes expressly for the firm by Messrs. Dufresne & Locke and Murray Shoe Co. Trade has been satisfactory considering the existing depression that seems to be generally experienced and this coupled with an unusually fine autumn has been responsible for a smaller turnover of some lines. Optimism, however, is the pervading spirit, and where this is constantly felt, and used, coupled with careful watchfulness as regards stock and service, the firm feels that satisfactory results are bound to follow.

On July 15th Jack & Co. discontinued the system of allowing goods out on approbation, thus elimi-

nating all chances of the accumulation of the amount outstanding on approbation goods. They state that they found very little objection to the change and with possibly one or two exceptions, retained the goodwill of their patrons. This action was in line with their newest policy which is to sell on a close margin and eliminate every possible chance of leakage. They heartily recommend the same course to any who have had trouble with mounting approbation business and subsequent collections of same."

Continuing the Discussion on:— Where Must the Readjustment be Made in the Shoe Industry

Windsor, Ont. Nov. 20th. 1922

Editor, Footwear in Canada,

My candid opinion of the relation between jobber and retailer is that the jobber should be a real jobber and not a manufacturer's agent. If a jobber is doing his duty as I think he should, he should try to be of service to the people whom he serves. He should carry sizes and styles in certain standard lines in stock at all times. There is no excuse for him being out of goods or being unable to supply the retailer with something to take their place and he should keep the retailer at all times well informed at to conditions both as to prices and styles. This seems to me to be the service the jobber is intended for and if he stuck to this he would find this an absolute necessity in the community.

I think too that the relation between the manufacturer and retailer is getting more of a standardization every day. My idea of the manufacturer's service to the retailer—and at the same a profitable policy to himself—is that he should from past experience choose from his lines the best selling shoes, make standards of these particular lines and recommend that they be put into the works so that there will be a certain number of pairs coming through at all times. He can then supply his customers, if not direct from his shelves in a very short time as they come from the factory.

I believe that if this were done it would eliminate a great deal of special buying. There are certain lines, which are just as standard, and have been a standard in the shoe trade for those merchants who handle them, as sugar is in the grocery store and it seems to me to be as silly for the manufacturer to wait until he secures an order for these particular lines, as is would be for the sugar manufacturer to wait until he received an order from the grocer before he started to refine the goods. This may necessitate a little more co-operation from the bankers at the manufacturer's end, but I am sure that he would not refuse.

This would give the retailer goods when he wanted them, any of the goods he wanted and at the time he needed them, at least these standard lines. There would then be fewer missed sales; the retailer would not carry large stocks because he would be able to secure goods quickly from the manufacturer and the manufacturer on his part would, instead of putting into the works from day to day orders for fifteen, seventeen, eighteen and thirty-six pair lots, all perhaps just a little bit different and yet so near alike that any one of these orders may be filled by substituting any of the others, place an order in his own factory for his own stock for his average requirements to fill his orders and in that way reduce his overhead considerably.

A little more team work is what is wanted between the retailer and manufacturer and between the retailer and jobber. Too many jobbers are acting as manufacturers' agents only. They secure a line of samples from the manufacturer, take them out to the trade, find out what orders they can get and place these with the manufacturer. They tell the retailer that if he doesn't buy them now he won't be able to get them because they have only so many hundred pairs coming through and that one had better place his order ahead. This seems to me no service at all and is very little better than the retailer could do by dealing direct with the manufacturer, and in order to secure a reasonable price so that he may compete with his neighbor down the street, he purchases in large quantities, which causes him to have a large stock, and frequently he doesn't make any money, sometimes fails, which disrupts the whole business more than anything else.

Yours very truly,
(Signed) Geo. H. Wilkinson

Planning Technical Education for Shoemakers

Two special committees appointed by the Montreal members of the Shoe Manufacturers' Association of Canada to deal with the question of technical classes met Mr. Belanger, the principal of the Montreal Technical School with a view to arranging for classes for shoemaking at the school. After a long conference, it was agreed that Mr. Belanger should visit a number of factories at an early date, in order to advise the best course to be adopted. Mr. Belanger and the committees will meet again to work out the details of a plan.

Facilitating Postal Service

A well-known wholesale concern has written us to draw attention to the circular recently sent out by a local Post Office Department with reference to placing name and address on the outside of letters and parcels. This circular says:

"The Post Office Department strongly recommends the mailing public to place name and address of sender on the outside of letters, parcels and other items of mail, particularly registered articles—this for the reason that if the name and address are on the outside of any article that cannot be delivered it will be promptly returned to the sender unopened, while undeliverable articles without name and address have to be sent to the Dead Letter Office causing delay and inconvenience."

The wholesale house referred to urge that this recommendation is very timely, as they are receiving a considerable number of parcels, etc., which are minus the sender's name, thus often causing considerable delay.

According to a well-known botanist, seaweed contains a large amount of alcohol. This looks as if the bed of the sea within the three-mile limit in America will have to be thoroughly overhauled.—Punch

Planning a Clearance Sale

If You Find that a Clearance Sale is Necessary in Your Business, be Thorough About it—Here are Suggestions for a Plan of Campaign that will Help to Play up the Event to the Best Advantage

The footwear merchant should think carefully before he undertakes to advertise a Clearance Sale. He should be sure that it is the best thing to do before taking the first step, but when he has decided that the sale is the proper business plan for the month he should make the most of it, for a sale is a real opportunity for boosting business.

Watch for the Psychological Moment

Whether the Clearance Sale is held in January or February makes little difference to the planning and advertising of the sale. Merchants are sometimes too anxious to force sales and start their sales in January when they had better, on account of weather conditions, have been postponed until February. At the same time, some postpone the sale until it is too late to realize anything from it. When should a sale be held? This is a rather delicate question, one that should not be decided off-hand. If we might venture a rule it is as follows:

The psychological time for holding a sale is at the moment the customer decides to withhold purchasing.

The time comes twice a year when the customer believes that he has supplied all the legitimate wants of the season. At this time a feeling that the newer styles of the approaching season may be more desirable, also arises. The two causes, taken together, form a barrier to lively merchandising. It is at this time that the shoe dealer needs the business the Clearance sale will secure for him. He needs the business to keep his staff busy, to keep his expenses down to a minimum and provide ready cash to finance the business to the best advantage.

Be Prepared

The following factors contribute to the success of a sale of any kind, as much as they do to the regular business of a firm.

1. Business-like plans for the event.
2. Carefully written advertising.
3. Adequate supply of merchandise.
4. Attractive prices.
5. Enthusiastic co-operation of the selling force.

The preparation of business-like plans for the sale begins with the decision to hold it. How long shall it be held? This question may be answered by the quantity of merchandise to be sold. It is no use advertising a sale to last a month if the merchandise will all be sold in a few days. At the same time, it is usually desirable that the sale be spread over a period of at least two weeks, and when practicable for a month.

The preparation of the sale includes the following:

1. Getting the merchandise ready.
2. Planning and writing the advertisements.
3. Getting the advance printing done.
4. Getting the signs, banners, show cards, pennants, etc., made.
5. Instructing the salesforce.

Under the head of "getting the merchandise ready" we include the arrangement of the displays inside the store. The merchandise should first be separated from regular stock. It is better to do this physically, although it may be figuratively done by inventories. The advantage of a real separation lies in the following:

The quantity of merchandise to be included in the sale is thus more easily seen and its possibilities realized. If too few pairs are included in the first lot others may be added, from regular stock, or purchased from "in stock" lines. The prices to be marked on these lines to be sold in the sale should be "just what they will bring," whether this is ten cents or ten dollars.

It is desirable that a number of "leaders" be used during the sale as stimulators. These may be selected from the stock included in the sale and some of them held in reserve for use after the keen edge of the first few days selling is dulled.

It is seldom advisable in any sale to include the entire stock. Regular stock in good saleable sizes should not be sold under the market prices prevailing. To do so only reduces the possibility of making an adequate profit and gives the customer a new price-range to compare future offerings by.

Get the "Sale Atmosphere"

Some merchandising experts declare that the shoe dealer who makes his store look like a "regular junk shop," as one writer expresses it, will probably secure the best returns from his efforts. By this we mean that it is desirable to give the store a "sale atmosphere" to put over the idea that there is a sale going on at the time.

Boxes, baskets, bins, tables, racks and similar "sale fixtures" may be plentifully used, and as many "sale lines" exposed to view, with tempting price tickets attached, as possible in the space given up to the sale merchandise. The more goods shown in this way the more will be sold. If the bargains are tempting—use them as a temptation to the public.

The sale must be "sold" to the salesforce before it can be sold to the public. This is usually not so hard a thing to do, providing the sale is to be an honest one honestly advertised. If it is not an honest sale it will do more harm than good, even though at the time much merchandise may be sold.

Methods That Have Helped the Other Fellow

The advertising of a sale should be well planned, and planned well in advance of the opening announcement, when this is possible. It is the practice of some merchants to use the advance "teaser" advertisements where a daily paper is available for advertising the sale. These are usually little curiosity arousers, often puzzling to many people. Unless the teaser is a real advertisement for the store it is practically valueless.

In stores where a large credit business is done or where a select mailing list is available, it is often found profitable to have a "private sale" for a few

days previous to the announcement to the general public.

The advertising of a sale must be sufficiently circulated to bring in adequate returns, for bargains unheard of by the customers of the store are merely so much merchandise. The customer must be told of the bargains, and what is more, tempted and cajoled into coming to see them.

The first few days of a sale are usually busy ones and give satisfactory returns to the merchant. It is the following days that disappoint. A sale will not progress by its own momentum; it must be continuously advertised and new bargains offered. This is done in many well organized stores by having sales within a sale. That is, there are special events going on all the time the sale is in progress, all of which are part of the sale and aid in stimulating its progress towards a successful termination. Each new event has its specials or leaders to attract attention, and to draw larger crowds of prospective customers.

A Sale Programme

The following suggestive programme is based on this idea. It is not presented as a ready-made campaign which any merchant can take and use just as it stands. Local conditions and the class of trade catered to have of course to be taken into account. However, this programme embodies sales methods that have been used to advantage by some retail organizations and may suggest helpful ideas to any shoeman who is planning a sale:

First Week—Opening days.
(Usually last three days of the week).

Second Week—New Customers' Week.
Monday—Double Reduction Day.
Tuesday—Dollar Day.
Wednesday —Coupon Day.
Thursday—Hour Sales.
Friday—Bargain Day.
Saturday—Cash and Carry Day.

Third Week—Suburban Week.
Monday—Let's Get Acquainted Day.
Tuesday—Ten Mile Limit Day.
Wednesday—Clean Sweep Day.
Thursday—Local Day.
Friday—Short Lot Day.
Saturday—Suburban Day Final.

Fourth Week—Old and New Customer's Day.
Monday—Baby's Shoe Day.
Tuesday—Boys' Shoe Day.
Wednesday—Girls' Shoe Day.
Thursday—Women's Shoe Day.
Friday—For Men Only.
Saturday—Everybody's Shoe Day.

Fifth Week—Final Clearance.
Monday—Self-Reduction Day.
Tuesday—The Last Day.
Wednesday—One More Chance.

The names of the sales for each day suggest the method of conducting them. The three opening days of the sale will carry on from the original advertising, except that in cities the advertising should continue daily to enlarge upon the sale.

Talking Points for the Advertising

The"Double Reduction Sale" may be advertised in this way: "Many of the sale lines have been further reduced, making a double reduction to clear them quickly on Double Reduction Day."

The items included in the "Coupon Day Sale" should be advertised in the shape of coupons which the purchaser is requested to clip from the paper and present at the time of purchase. Requests for articles without the coupons should be filled—to save trouble.

The "Cash and Carry Sale" should be advertised as "No delivery bargain lots—none charged at this price."

The merchant may decide to change the limit in the "Ten Mile Limit Sale." The idea is to advertise this entire Suburban Week Sale extensively in the surrounding territory. Special bargains are to be offered to those coming to the sale fro mterritory outside the limit set.

Self-Reduction bargains are priced at regular price the first hour in the morning and reduced by so much every hour thereafter—if any remain to be reduced.

Something new, something startling every day or two will renew the interest in the sale and reach new customers as well as old. The more the merchant can get to attend a sale the greater his profit.

Display Men's Organization Formed in Toronto

A Display Men's Club has been formed in Toronto similar to the many local clubs of this nature that are in successful operation in various United States cities. Many Toronto display men are members of the International Association of display men, and this local club, to be known as the Toronto Display Men's Club, will be conducted under the rules and regulations suggested by the International Associations, with such modifications as are deemed necessary to suit the local necessities.

The Toronto members of the International Association are very appreciative of their membership in the International body, but they have felt for some time that they should have a local association if they were to get the greatest good out of organization. They have been in close touch with the membership committee of the International Association, and F. G. R. Lacey, the Canadian representative on the International executive committee, has been largely instrumental in having the Toronto club organized.

It is the intention of the new club to hold meetings on the second Monday of each month, and for these meetings they will secure competent speakers on subjects of interests to display men.

It transpires that in the membership of the new club there is a wealth of musical talent which will be of value in developing the social features of the club.

A meeting was held on November 2, at which the following officers were elected:—Hon. President, E. P. Burns; President, F. G. R. Lacey; Vice-President, C. L. Brown; Secretary, G. E. Duffy; Treasurer, C. L. Morden; Trustees, C. H. Bray, W. H. Mould, A. S. Hardy, N. L. Birrell.

A hot iron is often used around the counter and edge of sole to get the looseness out of the upper stock on old shoes. It is a good tool for re-shaping a vamp around the counter, where it is mostly likely to be flabby and stand away from the counter.

Set a Mark To Shoot At!

Does Your Sales Quota Yield a Profit After Expense is Deducted?—Set a Definite Total and Work to that End—Cutting Down Expenses—Means of Increasing Net Profits

By A. M. BURROUGHES

To operate a business successfully, it is necessary that you have some definite standards by which to measure results accomplished. You must have a mark to shoot at.

After an analysis of your territory and its prospects you may find, for example, that you con reasonably anticipate an annual sales volume of $36,000.00. Then divide it like this:

$36,000.00 ..... Annually
3,000.00 ..... Monthly
693.00 ..... Weekly
116.00 ..... Daily (six-day week)

Your daily sales quota is $116.00, but right now is the time to see if that will yield an adequate profit after your daily expense has been deducted.

Make a chart of the daily expense that is involved when you open your doors every morning. The business month will consist of twenty-six days, and each week of six days in applying rent, light. heat, etc. The figures given below, are used simply as an illustration of the principle only. In practice these accounts must be carefully based on actual conditions.

Rent	$5.75
Light, Heat and Power	2.00
Postage, Telf. and Telg.	1.00
Interest paid and Cash Discount given	1.00
Salaries	9.00
Taxes and Ins.	2.00
Shop Exp.	3.25
Advertising	2.50
Depreciation	1.20
General exp.	.50
	$28.20

In these expenses a salary is included for the proprietor. This is a part of the expense. You should draw your salary as any other employee of the business. It must be included in the salary amount if you are to have a true basis for figuring profit.

Cash discount given is rent paid for money just as truly as interest, so that item is included in the expenses.

Depreciation is actually figured annually. It should, however, be estimated and charged monthly. At the end of the year an adjustment can be made.

From our daily chart we find that our anticipated sales are $116.00 daily, and our fixed expense at least $28.20 daily.

	$116.00
	28.20
	$ 87.80

This leaves $87.80 for the cost of goods sold. For purposes of illustration, we will say that you mark-up your merchandise 30% on sales (and all mark-up should be figured on selling price). Perhaps your mark-up is larger or smaller. Conditions vary in different localities. Using 30%, then your gross profit will be:

30% of $116.00	$34.80
Expense	28.20
Net Profit	6.60
% Net Profit	.057

This is not an adequate return for the time, effort and capital invested. It would give you only about $2,000.00 net return on annual sales of $36,000.00 To increase net profit you must do one or more of three things—

1. Increase selling prices.
2. Increase sales volume.
3. Decrease expenses.

Competition and established sales policies have fixed the selling prices and for this reason you cannot increase the mark-up.

But the last two factors are within your control. You can possibly increase your net profit by both increasing sales and lessening expense. Better service, a more intelligent cultivation of territory and greater sales effort will increase the sales volume. You can add at least $9.00 per day to your sales by these means.

By careful use of light and by adopting other economies. you should save 25 cents per day. You can probably save 25 cents a day in the store by eliminating wastes and lost time. Possibly a salary saving of 50 cents per day may be made in the salary account.

On this basis re-figure the daily quota of Sales and Expenses and Profits.

Sales

$39,000.00 ..... Annually
3,250.00 ..... Monthly
750.00 ..... Weekly
125.00 ..... Daily

Expenses

Rent	$5.75
Light, Heat and Power	1.75
Postage, Telf. and Telg.	1.00
Interest paid and Cash Discount given	1.00
Salaries	8.50
Taxes and Insurance	2.00
Shop Expense	3.00
Advertising	2.50
Depreciation	1.25
General Expense	.50
	$27.20

Profit

30% of $125.00	$37.50
Expense	27.20
Net Profit	$10.30
% of Net Profit	.0824

Net Profit on $39,000.00 Annual Sales $3,213.60.

If 30% is your Gross Profit and your fixed daily expense is $27.20 then you must sell each day $90.70 worth of goods before you have made a cent of profit.

For 30% of $90.70=$27.20 Daily Expense.

Then 30% of every additional dollar sold is Net Profit.

Set up this daily quota. Keep a record of it. Compare your actual sales with your quota daily. Quota should be your minimum performance. When you fail to make wour daily quota, add the deficit to the following day.

Are You Doing Your Part?

"Every man for himself" is the code of the jungle. All together for the common good is the basis of true civilization. Apply this principle to your own calling. Put your hand to the lever of co-operation and play your part in making the shoe business a leader and an example among Canada's industries.

The Human Touch in Advertising

Large numbers of people witnessed the demonstration of new shoe styles in the window of the Regal Shoe Store, Montreal. The display was well staged and productive of excellent results.

Daring to Do the Unusual

The Regal Shoe Store, Montreal, Used a Pretty Girl in Their Window for the Display of Their Latest Footwear Fashions, With Marked Success

All shoe retailers are advertisers. Some realize this, but there are many who do not. Yet the fact remains that their window displays constitute the vital elements of advertising—an invitation to the public to buy. As in other forms of publicity, there is a wide difference in the design and setting of that invitation—to judge from some window trims one might almost infer that the retailers are indifferent to the effect of the displays, while others give time and money to get the utmost from their efforts.

A "Human Touch" in Advertising

The Regal Boot Shop, 392 St. Catherine St. W., Montreal, recently adopted a plan which is novel in its application to the retail shoe trade—at any rate as far as Montreal is concerned. It is that of the living model, which as utilized by Mr. A. E. Jones, the manager, constitutes a stricking and most effective display. It has that touch of originality which is so difficult to obtain and which takes it out of the commonplace. The idea was carried out in a very complete way, and had the desired effect of attracting widespread attention. The Regal Boot Shop is admirably located for advertising of the character. The store occupies a site at the corner of McGill College Avenue and St. Catherine St. W., giving window frontage on both thoroughfares, and enabling large numbers of people to witness the demonstrations. The object was not so much to secure immediate sales as to bring home to the many passers-by the fact that the Regal Boot Shop carries a large range of ladies shoes of the highest qualities and suitable for every purpose. The demonstration was something out of the ordinary, something that was bound to impress possible buyers. One could not help noticing and admiring goods so temptingly and charmingly displayed.

The setting of the window was simple, but very attractive. The floor was carpeted, while at the rear of the window there was a chair for the model and a stand for flowers. At one side a quantity of hose was shown. Duplicates of the shoes worn by the model were arranged on blue velvet at the front and sides, close to the window, and on low fixture stands.

The lady model, attired in a fur coat and wearing stockings of the quality exhibited, demonstrated the style of the shoes by walking up and down the centre of the window; indications of the character of the goods were given by means of large cards which were charged in accordance with the samlpes worn by the model. The fittings were made every few minutes, in full view of the onlookers, the shoes being fitted by one of the clerks. As each style was shown by the model, a duplicate pair from the window was placed on the floor in front of the lady, with a small price ticket on the goods.

Effective Window Cards

The wording on the cards was as follows: "Advanced styles for afternoon and evening wear;" "Corrective footwear for those demanding absolute comfort"; "Showing advanced models for November delivery"; "Correct types for street wear." While the model was resting the following card was shown "Model will appear in three minutes." Besides these cards, two were placed in prominent positions in the window—"You are cordially invited to inspect the fitting qualities of these shoes on your own feet—without obligation to purchase," and "This young lady is a resident of Montreal—not a factory model. You can be fitted equally as well in any of these lines."

An idea of the extensive range of the goods on display will be gathered from the fact that there were 8 oxfords for street wear; 3 corrective samples; 10 styles for evening wear, including colonials, and straps, in brocaded satin, silver cloth, plain black satin, and patent and brocaded satin in combination; and carriage shoes and overshoes.

The demonstrations were given during two afternoons and evenings.

Preparations Near Completion for Big Shoe Trade Convention in Montreal

By the time this issue is in our readers' hands, the arrangements for the big Canadian Shoe Trade Convention at the Mount Royal Hotel, Montreal, on January 15, 16 and 17 will have taken something like definite shape. Without using exaggerated language, we may fairly describe the convention as the most important in the history of the industry. It will be representative of the entire trade—being held under the joint auspices of the National Shoe Retailers' Association of Canada, the Shoe Manufacturers' Association of Canada, the Shoe Wholesalers' Association of Canada and the National Shoe and Leather Travellers' Association of Canada.

This gathering—or we should say gatherings—will mean a great deal to those who attend. While each association will hold its own meetings, there will be opportunities for consultation and for co-ordinated action. Such conventions are bound to have an influence on the trade as a whole and to make for unity of purpose, a right understanding between the various sections, and the cultivation of a spirit of goodwill.

Exhibit of Styles

The convention will also have a business aspect. There is to be a style show, not, it is true, in the usual form, but still in effect a show. Thirty rooms have been reserved in one wing of the hotel for sample rooms in which manufacturers and wholesalers will exhibit the finest productions of the Canadian footwear industry. Additional rooms can be secured if required.

The manufacturers will hold their convention on January 15 and 16 with a business session on the 15th. The wholesalers will hold their business meeting in the morning of the 16th, while the retailers will meet on the 16th and 17th, the business sessions being on the last-named date. The travellers will also hold a business session. This arrangement leaves the afternoon of the 16th open for a joint session and on the evening of that date the joint banquet will be held, at which some of the foremost speakers in Canada will be present. It will be seen that the gatherings constitute, in effect, a big trade convention divided into sections.

Convention Committees

The following committees have the arrangements in hand: Committee to solicit advertising for programme and to secure advance registrations, Messrs. Geo. G. Gales and C. R. Lasalle, retailers; W. Gagnon and D. F. Desmarais, manufacturers; J. Normandin and H. V. Shaw, wholesalers; C. E. W. Lessard and N. Morrison, travellers. Committee on badges, Messrs. J. W. Jupp and W. F. Martin. Joint Programme Committee, Messrs. C. E. Smith, J. Daoust, R. Locke, C. E. W. Lessard, and Peter Doig. Joint Reception Committee, Messrs. N. Macfarlane and A. Tetrault, manufacturers; S. E. Wygant and another retailer to be nominated by Mr. Wygant for the retailers; J. Normandin and Nathan Cummings, wholesalers; A. L. Savage and R. Brosseau, travellers. Joint Entertainment Committee, C. R. Lasalle, L. P. Deslongchamps, Geo. Robinson and Geo. E. Fortin. The chairmen of the four general convention committees—Messrs. George G. Gales, J. Daoust, R. Locke and C. E. W. Lessard—will act as executive and finance committee.

A registration charge of $5 will be made for each person attending the joint convention; this will entitle the registrant to all the privileges of the convention, including attendance at the open session, attendance at the business meetings in the registrant's own group, and attendance at the banquet and official entertainments without additional charge.

It is proposed to issue a bi-lingual convention programme which will carry a certain amount of advertising matter, in order to cover expenses which will not be met by the registration fee. The advertising will be on a straight business basis, it having been decided not to make any appeal for subscriptions.

Special Railroad Rates

Delegates who buy single fare tickets can get properly receipted certificates of a standard form and will be returned to the original starting points at **one-half** of a **one-way regular first class fare,** plus 25 cents. The 25 cents to be paid to the special agent at the time the certificate is validated.

It may be added that reservations of rooms can be made at the Mount Royal Hotel, the rates being from $3 to $5 per day. The reservations should be made through Mr. Weaver.

The following special letter has been addressed to members of the Retailers' Association by Mr. E. A. Stephens, the president:—

An Invitation to Attend the Convention

Dear Fellow Retailer: The Annual Convention of the National Shoe Retailers' Association of Canada will be held at the new Mount Royal Hotel, Montreal, on Tuesday and Wednesday, January 16 and 17, 1923. We want you to attend and help to make this a notable, worthwhile, event for the Canadian shoe trade.

The Manufacturers, Wholesalers and Travellers have arranged to hold their Annual Meetings in Montreal at the same time. Some of the sessions will be held by the several branches of the trade jointly. We shall get together to discuss common interests and common problems. An unusually attractive programme of practical worth is being prepared. Details of our convention arrangements will be an-

We know of more than one or two shoemen who are watching the clock in anticipation of that Montreal trip

nounced in the shoe trade papers. The railways are giving us a special convention rate. Many of the leading manufacturers and wholesalers have reserved sample room accommodation at the hotel, and the best in Canadian-made footwear will be on display.

We are counting upon a real good time at this gathering and shall look forward to having you with us.

The Place: Montreal's big new hotel, the Mount Royal.

The Time: January 16-17, 1923.

The Event: The fourth Annual Meeting of the National Shoe Retailers' Association of Canada, with which the Associations of Manufacturers, Wholesalers and Travellers are co-operating in one big

Shoe Trade Convention

The following is a general outline of the programme:—

Monday, January 15
Manufacturers' & Buyers' Day

9 A.M.—Registration Bureaus for the four branches of the trade will open and will remain open all day. This day has been set apart for inspection of manufacturers' and wholesalers' samples in sample rooms in the Metcalfe Street block of the Mount Royal Hotel.

10 A.M.—First business session of the Shoe Manufacturers' Association of Canada.

2 P.M.—Second business session of the Shoe Manufacturers.

Tuesday, January 16
Co-operation Day

9 A.M.—Registration Bureaus open.

10 A.M.—First business session of the National Shoe Retailers' Association.

Call to order.

Address of welcome.

President's address.

Report of Committee on Nominations.

Election of Officers.

10 A.M.—First business session of the Shoe Wholesalers' Association of Canada.

10 A.M.—First business session of the National Shoe & Leather Travellers' Association.

2 P.M.—Joint session. (Big get-together meeting). Short, snappy addresses on trade problems will be given by one specially appointed representative of each of the four co-operating associations and will be followed by a general discussion.

4-6 P.M.—This period has been set aside to enable merchants to inspect the sample room displays.

7 P.M.—Joint banquet.

It is expected that there will be just one outside speaker, but the Committee has in view a man who will be well worth hearing.

Wednesday, January 17
Retailers' Day

9.30 A.M.—Second business session of the National Shoe Retailers' Association. Reports of secretary, acting-secretary and treasurer.

10-10.30 A.M.—Address: What the Shoe Retailer should know about insurance.

10.30-11 A.M.—Address: Shoe Leathers and how to Distinguish them. Discussion.

11-11.30 A.M.—Address: Shoe Store Management and the Problem of Overhead. Discussion.

11.30-12 A.M.—Address: Successful Stock Keeping. Discussion.

2.30 P.M.—Third business session of the National Shoe Retailers' Association.

2.30-3 P.M.—Address: The Problems of Retailing. Discussion.

3-3.30 P.M.—Address: Shoe Store Publicity. Discussion.

3.30 P.M.—Report of Committee on Resolutions. Unfinished business.

Adjournment.

The following is the Retailers' Committee on Resolutions: Messrs. H. Murray, London; L. Lockett, Kingston; M. Chisholm, Toronto; E. Wygant, Montreal; J. Brownlee, Ottawa; E. R. Gavin, Port Arthur; W. R. Devlin, Winnipeg; Wallace, Halifax.

Ames-Holden-McCready, Ltd., Off to New Start With Clean Sheet

The final readjustments have been made in the Ames-Holden-McCready organization. Arrangements have been completed at the Royal Trust Company for the release of the company from its guarantee of the Ames-Holden Tire bonds and the release of the common stock holding in the Tire company by the parent company. Over $250,000 has been paid out to creditors who preferred to take settlement upon the basis of 40 cents on the dollar rather than in preferred stock of the reorganized company as provided for under the reorganization plan.

The new organization, retaining the same name, Ames-Holden-McCready, Limited, thus starts business with a clean sheet and with new cash capital to the extent of $1,000,000. Ames-Holden Felt Co., Ltd., producing felt footwear and all kinds of felt for industrial purposes, has been merged with the new company. Ames-Holden Tire Co., Limited, will, however, remain separate, but will continue to manufacture as before automobile tires and accessories.

Officials of the Ames-Holden-McCready, Ltd., state that the volume of sales of the organization for the ten months ended Oct. 31 compare very favorably with those of the previous year, the increase in sales of its rubber products being approximately 50 per cent.

When Weary Willie Scored

Weary Willie slouched into the pawnshop.

"How much will you give me for this overcoat?" he asked, producing a faded but neatly mended garment.

Isaac looked at it critically.

"Four dollars," he said.

"Why," cried Weary Willie, "that coat's worth $10 if it's worth a penny!"

"I wouldn't give you $10 for two like that," smiled Isaac. "Four dollars or nothing."

"Are you sure that's all it's worth?" asked Willie.

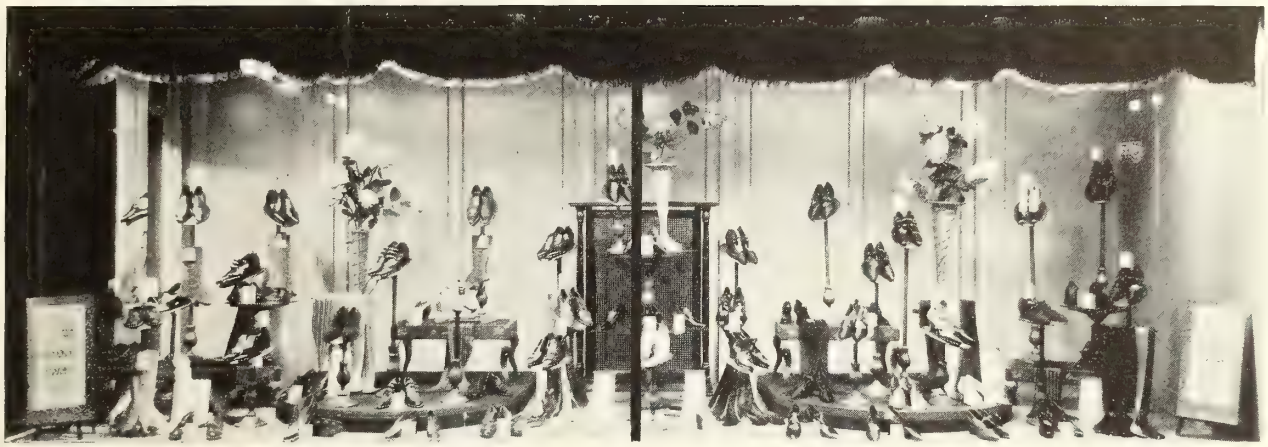
"Four dollars," repeated Isaac.

"Well, here's your $4," said Weary Willie. "This overcoat was hanging outside the shop, and I was wonderin' how much it was really worth."

The Shoe Stores of Winnipeg Are

Two seasonable window trims used within recent weeks by Winnipeg retailers. They have a bright, catchy air about them that attracts the eye. Above, the Portage Boot Shop in Hallowe'en attire; below, the Regent Shoe Shop—evidently spats are a strong line with the Regent

Among the Finest in the Country



Rannard's are noted for their high-class and artistic window trims. Above is a particularly fine example of the work of Mr. A. H. Galle, their display manager. Every article in the window is priced.

Dack's Winnipeg Shoe Store has a cosey and "Homey" atmosphere that attracts the men. Note the comfortable arm chairs and settee, as shown in illustration on the left. Inviting, aren't they?

THE GUMPS—100% FOR THE CONVENTION

Two cards of a series used by the Robt. Wilson Shoe Store, Hamilton, with excellent publicity results.

"Bachelors Three" or "What's in a Name?"

What's in a name? Well, there's a wise old saw which says, "Give a dog a bad name and hang him." It cuts both ways, fortunately. If we turn this saying around and make it read, "Give an article a good name and sell it," it's equally true. So Mr. Arthur L. Wilson, of Hamilton, has found in selling shoes.

Recently we reproduced a trade-mark, "Wilson's Bachelor Shoes," which Mr. Wilson had patented and was using as a means to feature his footwear. The results produced by this advertising scheme have proved very gratifying. Men's business this year up until the end of September, in the Robt. L. Wilson Shoe Store, is ahead of any year in the last four, and the months of April, May, June and September, are the biggest months in any year in the last four. Mr. Wilson attributes this increased business largely to the publicity gained through the "Bachelor" feature.

We are reproducing two cards which have recently been used in the Wilson window. One of them reads, "Men! Have you seen the Three Pals? All Bachelors. Look for them in this window." Linking up with this card there are three particularly snappy styles placed at different points in the window specially ticketed, "One of the pals," "Another of the pals," "The third pal." It's an original idea and one that plays up the element of curiosity to good advantage. Mr. Wilson always has some touch of this kind in his window, and always a new one—he never uses the same card on more than one occasion. This keeps the public waiting to see what's coming next.

An Interesting Legal Decision

The Shoe Manufacturers' Association of Canada has issued for the information of its members details of a suit which has been decided recently in favor of a shoe manufacturing company and against a merchant who tried to return goods, although the manufacturer was two months late in shipping the goods in respect of which the action was entered. The facts, which will be of interest to the trade generally, are as follow:

The defendant gave a written order for several cases of boots to be made up with special style of sole and to be shipped February 1, 1920. **Shipment was not made until some two months later,** but the goods were received by the defendant in ample time for the Spring trade. The defendant took delivery, but on April 12 wrote to the plaintiff stating that he wished to cancel the order and asking that the goods be taken back, alleging that they were not up to sample and were damaged when received. The manufacturer declined to take back the shipment, but the customer returned them, on the grounds that they arrived too late, were not up to sample, and were damaged. When the goods arrived back at the original point of shipment, the manufacturer refused to take them, on account of their condition, and brought action against the customer to secure payment. It was found that two of the boots were literally eaten to pieces as by sulphuric acid. One case was without cartons and contained much floor waste. Although the customer stated under oath that he had opened only one case, the entire shipment was returned in paste board cartons of a Winnipeg concern. The shipping weight on the return trip was some 54 pounds less than the original weight and seven pairs of boots were missing.

The Judge found:

1. The goods were sold by sample and description.
2. The goods were manufactured in accordance with the order and well up to the sample description.
3. The goods were delivered to a common carrier in good condition and properly boxed.
4. The substance that destroyed the two pair of boots got on them either in transit or in the hands of the defendant.
5. The goods reached the defendant in time for Spring trade.

Judgment was given for the plaintiff with costs, so that the customer was obliged to pay a very considerable amount for storage charges, to take the goods in their present condition, to pay the full amount of the invoice and interest (although prices now are much lower than at the time the goods were invoiced), to pay at least two-thirds of the cost of the litigation, and to pay his own legal expenses.

Some Phases of Development in Canadian Shoe Manufacture During Last Decade

The development in the quality of the product of the Canadian shoe manufacturing industry during recent years has been even more remarkable than the development of its output. It is true that even before the beginning of the Twentieth Century, Canada was producing well-made shoes in mechanically-equipped plants whose output ran as high as 1,500 or 1,800 pairs a day. Both the equipment and the product would be considered crude enough by to-day's standards, but coarse though the shoes may have been, they had wearing value—and that was the one characteristic which was then considered essential by the great majority of the population. There were some fine turn goods being produced in the country, but by far the larger part of the fine shoes were imported.

Two Phases of Development

Consider what a wonderful change has since taken place. In the twenty-two years that have elapsed, the whole face of the industry has altered. There have been two phases of development—the one in mechanical efficiency and the other in artistic efficiency. These correspond roughly with the past two decades. From 1900 to 1912 the industry was busying itself chiefly with the perfection of mechanical equipment and organization—from that time forward, the style of its product began to occupy the premier place in its attention. During the war the emphasis on this phase of the business gradually became more pronounced, until to-day, in the opinion of many, we are suffering from an over-dose of style.

But it is Fashion, properly speaking, and not style, that we must blame for our present conditions. Fashion is the lady who rings the changes. She has been affected with the vaudevillian influence—short acts and many of them. Hardly has one model made its appearance on the stage before she begins to shift the scenery in preparation for the next.

Style Sentiment a Big Factor in the Industry's Progress

The cause of our trouble is not too much style, but too much speed. Indeed, it is to style sentiment that we owe a large part of the progress of the Canadian shoe industry. With surprising rapidity, shoes have won their way into the spotlight, where they take second place to no other member of the wardrobe. It is this prominence that they have achieved that has been responsible for the increase in turnover both in pairs and in dollars. During the last few years, people have been demanding better-looking, higher-priced shoes, and more of them, than ever before. Herein has lain the opportunity of the Canadian shoe manufacturer, and he has not been slow to take advantage of it. He has set himself to supply the public with the most attractive footwear that can be produced, and he has succeeded.

Increase in Demand for Welts

The increasing demand for welt shoes may be regarded as one of the fruits of war-time. High wages led to more fastidious ideas in footwear, as in other apparel, and many who had previously been content with pegged, or nailed, and McKay goods, must needs have the more expensive welts. As a result there was a rapid increase in the number of factories equipped for Goodyear welt production. Nowhere, perhaps, was this development more noticeable than in Quebec City, which was formerly considered a staple shoe centre. More and more factories went into the welt production and more and more they played up style.

It was during the war years, too, that women began to feel that their ankles, which the short skirts had left so unprotected from the masculine gaze, needed silk hosiery and fancy turn slippers to set them off properly. They demanded shoes for street wear which formerly would scarcely ever have found their way beyond the hall door. No sooner did the demand make itself felt than there were those who were ready to supply it.

Catering to the Public's Fancies

This is merely one more illustration of the fact that whatever the public may want, or think they want, in the way of footwear, the Canadian shoe industry stands ready to supply them. They wanted good-looking shoes, and the response to their demand has been immediate. This applies to practically all lines. Even in those that are considered as staples, appearance is a factor that requires very close attention. "Clod-hopper" varieties are no longer desired and they are no longer produced in Canada.

The fact of the matter is that to-day our people are as well, if not better, shod than those of any other country in the world. Canadian feet make a showing that is a real credit to the Canadian shoe manufacturing industry.

One of the Little Things That Count in Business Building

The form illustrated herewith looks like a very ordinary and simple little slip of paper, but Mr. Chas. Levinson, of Hamilton, states that he has found it one of the best devices he has struck for helping in the promotion of a healthy condition of stock. It has an excellent moral effect. Every Monday morning each of the salesmen in the store, when he opens his pay envelope, finds this slip along with his week's wages. His own name and those of his fellow-employees are shown on it, with the amount each has received for the week in P.M.'s. The highest man in P.M.'s is shown at the bottom, and also the name of the salesman who is highest in total sales. When the system was installed some three months ago, Mr. Levinson called the staff together and pointed out that he was initiating this system of keeping track of P.M.'s with the object of showing just how successful each man was in the clearing of broken lines and tail-enders and to encourage the staff in co-operating to the fullest extent in keeping the stock in proper condition. He wanted them to realize that it doesn't take a salesman to sell the hot stuff that is just received from the factory and represents Fashion's last word—such goods practically sell themselves. It's the man who can get the last few pairs of a line satisfactorily sold that can really be called an expert in salesmanship.

Week of Oct. 2

P.M.

W. Henry	$1.25
H. Johnstone	2.80
J. Weaver	2.60
Wm. Brown	2.45
S. Russell	2.50
M. White	2.30

Highest Man H. Johnstone

Highest man in total sales J. Weaver

Beat your last week's average.

This means of introducing the spirit of competition in the clearance of tail-enders, Mr. Levinson states has had a splendid effect upon the sales' staff. He points out, however, that it can be pushed too far. There was a tendency to force the P. M. goods regardless of whether it met the customers requirements. This was restrained by checking up the returns very closely. This showed when salesmen were at fault in making unsatisfactory sales from the broken lines, and it was impressed upon them a high percentage of returns was the surest indication of poor salesmanship and that keen discrimination must be used in picking out the customers to whom the less desirable stock could be safely sold.

In order that this system of getting after the stale stuff may be effective, an efficient system of records is necessary in the first place to show what condition the lines are in. Sizing up is attended to once a week in the Levinson store. Two men attend to the women's stock, and one each, to the men's and the children's. The size sheets are turned in to the management and all broken lines of less than ten pairs, which are to be discontinued, are removed from the main stock and placed in a special section, where the salesmen have all these broken lines right to hand.

Any scheme that interests the public in a product and educates them with regard to it, is good. A big store recently used motion pictures to exploit the sale of shoes. They showed the various stages of manufacture from the hide to the finished article. For this purpose a small projection machine was employed, throwing the pictures vertically on a yard-square screen, tilted above it. The whole apparatus occupied hardly more than a square yard of floor space. It took five minutes to run off the picture and it was shown at five-minute intervals throughout the day.

To illustrate how well the system has worked out, Mr. Levinson points out that when it was first put into effect there were 26 broken lines of men's oxfords running into some 200 pairs and now, about three months later, there are only ten pairs of these left. The salesman, too, have reason to be satisfied about it, the P.M.'s. earned by each averaging $2.50 per week.

Favorable Indications in Rubber Industry

"We are finding a gradual improvement in the situation," said Mr. J. H, Robertson, Toronto manager for the Dominion Rubber System, when asked by "Footwear in Canada" for his views on the business trend. "Prospects in Ontario are promising and general conditions are better. One of the most encouraging indications to my way of thinking is that everyone appears to be making an effort to pay up accounts. Drafts are not being returned as they used to be. Retailers who can't cover drafts in full are, in nearly all cases, sending part payment by cheque.

"The stabilization of prices is another favorable factor in the situation. It is clear that no further reductions in rubber footwear prices can take place in the near future. The changes, if any, will be upward. Cotton, which is one of the main items of expense in the manufacture of our product, is on the up-trend. Raw rubber has been at the lowest point ever reorded and can go no lower. The liquidation of surplus stocks has been completed. Under the stress of competition leaks have been eliminated and manufacturing efficiency has been increased. Current prices of rubber footwear are at 1916 levels. Taking all these facts into consideration, it is evident that the conditions in the industry are sound, that the decline is over, and that the general tone of the market is likely to become firmer."

Canada as a Shoe Manufacturing Country

Her Natural Advantages and Acquired Facilities for the Production of the Highest Quality Footwear—Industry in Condition of Flux at Present Time

The four most important ingredients in the production of shoes in volume are. Leather, labor, machinery and brains. Canada has a supply of all these requisites within her own borders.

She has the leather. Her great tanneries have more than a national reputation. Unlike the shoe manufacturing business itself, the tanning industry, as it has developed, has tended to concentrate in a few large units, some of which rival in size any to be found within the bounds of the British Empire. Canada's sole leather tanneries have extended their enterprises far beyond her own borders. The domestic demand probably does not exceed 50 per cent of their capacity—the balance finds its way into the markets of the world, where it is well able to compete with the products of any other country. The sole leather used by the Canadian shoe manufacturing industry in 1920 is set by Government statisticians at 14,552,882 pounds valued at $8,590,364. These figures do not include the very considerable demand from the shoe repair trade, which would probably run fairly close to the manufacturers'. The actual production of sole leather during the same year was 28,970,228 pounds valued at $16,401,837—practically concentrated in five or six very large companies.

The largest of the sole leather tanneries are located in Ontario. The reason why they were established there instead of in and around the shoe manufacturing centres in Quebec Province was no doubt due to the proximity of the great hemlock forests whence came their supply of bark for tanning.

Canada also has a great upper leather industry. This does not show quite the same degree of concentration as the sole leather industry, having a larger number of small producers, but it likewise has its large and powerful units. Calf, patent, kid and side leather are produced in volume, and in the case of calf and patent, particularly, a considerable export trade is normally carried on. We are approaching the point where the country will be practically self-contained in respect to the production of upper leathers for the shoe industry, though as yet all the grades used by the Canadian footwear manufacturers are not produced in the Dominion. The government figures for 1919 are interesting as an indication of the status of the trade. The upper leather production is placed at 2,260,000 sides, of which the estimated value was $9,200,000, while the estimated consumption was 34,000,000 ft. valued at $18,321,138 and 3,000,000 pounds valued at $2,214,321.

Building up a Shoemaking Tradition

Up to the present the third essential—a satisfactory supply of labor—has always been available, and Canadian shoe manufacturers will be the first to declare that our own artisans are as satisfactory as any that are to be procured. Foreign labor has been imported in some instances for classes of work in which they have been specialists—bench-made turns, for instance—but the extent to which this has been done is very small. Canada's footwear industry now has a history behind it—she is building up a shoemaking tradition—and in the older centres the craft has been passed down from father to son, though to-day of course "all 'round" men are less plentiful than they used to be. The one-man-one-machine idea rules, and each operative is giving attention to only one phase of the manufacturing process. The training of labor to ensure an adequate and efficient supply for the future is one of the live questions now before the Shoe Manufacturers' Association. The number of the employees in the industry to-day is estimated at around 10,000.

Industry in a Condition of Flux

In 1921 the total number of factories was placed at 180. This large number of plants indicates the keen competitive conditions that exist in the Canadian shoe manufacturing industry. Probably there is no other industry in which there is a higher percentage of casualties. Small concerns are continually entering the field and dropping out again, and, indeed, the conditions which have existed since 1920 have severely tried the resources and stability of many of the larger organizations. It can never be said of the industry that it is suffering from stagnation—it is continually in a state of flux; as an examination of the changes which have taken place during the last twenty or twenty-five years will show. In 1900, the total number of shoe factories in Canada, according to records available, was 115, as against the 180, more or less, of to-day. One of the remarkable features of the situation is the increase in number of factories since 1919, when it was estimated there were 153 plants. This does not mean, however, that there were actually 27 new plants established—but a number of smaller existing concerns have increased their output to the point where they may be considered in the factory class.

The highest output ever achieved by the Canadian footwear industry was in 1916, when 20,500,000 pairs were produced, while the next best year was 1919 when the total volume was 19,300,000 pairs. The production in 1920 fell away to 16,000,000, and the estimate for 1921 is in the neighborhood of 15,000,000 pairs though exact figures are not yet available.

Within the last ten or fifteen years, there has been a decided trend toward specialization in the industry, and to-day there are very few concerns that are attempting to cover an entire range of footwear. The whole tendency is toward concentration on specific lines, and this policy, no doubt, is largely responsible for the great improvements in the product which have been apparent in recent years.

Not For Men

The minister was trying to teach the significance of white to a Sunday school class. "Why," said he, "does a bride invariably desire to be clothed in white at her marriage?" As no one answered, he explained. "White," he said, "Stands for joy, and the wedding day is the most joyous occasion of a woman's life." A small boy queried: "Why do the men wear black?"

What Obstacles Prevent The Development of Your Business?

Here is a List of Stumbling Blocks

On Which Most Individually-Operated Retail Stores Come to Grief—Are You Taking Care to Avoid Them?

Here is a list of the principal difficulties of storekeeping which the owner of the individually operated retail business has to face, as outlined by Professor Whitehead, of Boston University, before the Boston Chamber of Commerce:—

(1) Lack of definite business policy.
(2) Buying in too large quantities.
(3) Allowing one item of expense to become disproportionate.
(4) Trying to get a buying profit.
(5) Considering increased inventory as a profit.
(6) Failure to depreciate fixtures and merchandise.
(7) Making "conditions" the excuse for poor trade.
(8) Failure to train salesforce.

The professor's analysis of these several stumbling blocks to success is interesting. He says:

"Ask the average small retailer what his business policy is and he will give one of those delightfully vague answers that tell plainly of his neglect to establish one—or even of his ignorance of what it means.

"For example: The small retailer cannot successfully cater to all the people in his community. He can cater to the poor, the medium or the fine class trade, but he cannot hope to get all of them. He may bid for the medium-to-fine trade, or the medium-to-poor trade—but if he tries to reach both extremes he will slip between the two and get—neither.

"Through not having this definite sales policy he loads up his shelves with good merchandise that is not suited to the class of trade that patronizes his store, and the people who could use it to advantage do not think of his store as one that caters to their needs and wants.

"If he lacks a definite policy with regard to credit limits and terms he, in consequence, spends (or wastes) much time in deciding individual cases that ought to be settled according to policy.

"With no definite advertising policy he spends money spasmodically and to no fixed idea. Then he wonders why his advertising does not fill the store with eager buyers.

Don't Let Quantity Buying Reduce Stock Turnover

"The small retailer who does not realize the magic of turnover often falls into the pitfall of quantity buying to get a reduced price. As a rule, he is money in pocket if he buys a small quantity that will sell quickly and pay the extra price for the small shipment.

"This does not mean that he should never buy a quantity of an article if the price is low enough to justify it. But if he does, he should sell at a low price and stimulate sales by passing the saving in price on to the customers.

"If, however, he buys and then tries to sell them at the full retail price, he ties up money that should be working overtime instead of slumping on the job.

Unbalanced Distribution of Expense Allowances

"A retailer may keep his expenses down to 25 per cent, let us say. Grant for the sake of illustration that 25 per cent is normal for that trade.

"Because of illogical division of expense percentages, the energy of the business is unequally applied. Too much pressure is made in one direction, while starvation of energy pertains to another. The allowance for rent may be overstepped by 2 or 3 per cent, and that extra expense has to come out of other expense items and therefore creates an unbalanced distribution of expense allowances.

"Further than that, few small retailers make any serious attempt to departmentalize sales and to charge up to each department its fair proportion of expense. If the small retailer would do this, he would find that some departments do not justify their existence and should be made to work profitably or be cleaned out to make room for a more profitable 'worker.'

Retailer should not Endeavor to Secure Buying Profits

"Every retailer makes profit from three sources—a buying profit, a selling profit, and profits from taking cash discounts. The second and third profits are vital—the first should only be a 'hapenstance.'

"A buying profit is one that is made by buying goods before a rise. Thus when prices go up, the merchandise at once increases in value. The small retailer therefore makes a profit on buying and a profit on selling.

"Woe betide the retailer who tries to do this—it will cost him lots of money. In the first place, trying to anticipate a rise in prices is gambling—just betting on the future, and that is not the function of the retailer. In the second place, merchandise bought for a rise has to stay in stock longer than it should. There is loss instead of profit on the tied-up capital, and the more or less rapid depreciation of the merchandise. By the time such goods are sold they are quite likely to have become shop soiled, and the 'profit' thus made is turned into loss through markdown.

Increased Inventory not Profit

"When the books are closed at the end of the fiscal year, profit is shown in the increase in capital over the amount shown in the preceding balance sheet. Suppose that the net worth of a business was $25,000 at the beginning of a trading period. At the end of that period the business may show a net worth of $30,000. Therefore, the business is $5,000 better off than it was.

"But until the inventory item is studied the applause had better be restrained. If the merchandise investments should show a $5,000 increase, it is safe to assume that the business has lost money.

"Increased merchandise is only potential profit—or potential loss. Indeed, when inventories begin to

Wiezel Bros. Ltd., St. John, N.B., have recently re-decorated their windows in old ivory, the panels being at the same time offset with cameo heads. They favor the use of glass fixtures and stands, owing to the ease with which they can be kept in good condition. Trims are changed at least twice weekly, and liberal use is made of price tickets and show cards.

swell it is wise to assume that the increase is unsalable stock.

"Profit should be disclosed by increased cash and a merchandise inventory substantially the same in amount as before. Of course, if new departments have been added, the stock should show an increase in proportion.

Depreciation on Fixtures and Merchandise

"The day that new fixtures are built into a store, they are worth less than half what they cost.

"While it may not be politic to take such a heavy markdown the first year, it is wise to mark down heavily all fixtures. True, the loss thus taken is a paper one, yet it is wise to face facts at their worst. It is so easy to bluff oneself into believing that everything is lovely just because a 'profit' is made, when the 'profit' may be represented by a too high value on fixtures and merchandise.

Forget that "Trade is Bad"

"It is a mistake for the individual to accept a condition as inevitable, simply because it is general. This accepting of the general as inevitable for the particular is unfortunate, especially at this time. Some retailers, many retailers, are doing a bigger business than ever before—yet 'trade is bad.'

"The reason for their success is that those prospering retailers would not accept conditions as bad for them. They would not allow themselves to be influenced by the psychology of general pessimism.

"If every small retailer would forget conditions as they apply to him and offer a wise selection of merchandise, marked at close figures based on present-day costs (even if the goods were bought at a much higher figure,) and then go ahead after the trade as if he really meant it, he would find his conditions improve and continue to improve.

"Unless the small retailers know the goods they cannot sell them—they can merely allow customers to buy them. The retailer cannot, and should not, expect his help to know the stock and to be enthusiastic about it unless he tells them about it.

"After telling the story about the goods, the retailer should educate his people in the principles of salesmanship. He should teach them the value of cheerfulness and courtesy—and make it worth their while to practice what is preached.

"And, while about it, the boss himself can practise what he preaches."

Are you a member of your trade organization?

A big consignment of rubbers for Congdon-Marsh, Ltd., Winnipeg. Evidently this firm made sure they would be fully prepared to supply the needs of their retail customers

N. S. R. A. Doings

Aggressive Campaign to Increase Membership—Discussing the Question of Rubber Dating—Representations re Insurance Rates

Some correspondence has passed between Mr. S. Roy Weaver, Acting Secretary of the National Shoe Retailers' Association of Canada, and Mr. A. B. Hannay, manager and secretary of the Rubber Association of Canada, on the question of the dating of rubber footwear. On November 16th Mr. Weaver sent the following:—

"On February 11, the President of this Association wrote to you pointing out that the present dating on rubber footwear was unsatisfactory to the retail shoe trade throughout Canada, as the merchant is required, if he is to save the discount, to pay for rubbers and rubber soled shoes about one month before any of these goods are sold. You replied that the manufacturers already financed the rubber footwear business for ten months of the year, and the retailer for only two months and that, if more liberal dating were given, it would result in an increase in the number of merchants with little or no financial responsibility, thus intensifying competition for established retailers.

Retailer Who Buys Early Should Receive First Consideration

The members of this association have no desire to evade their fair share of financial or other responsibilities and we are inclined to believe that in the past the manufacturers have not protected as they might, and should, the merchant who meets his obligations promptly. We do believe, however, that the retailer has a real cause for dissatisfaction with your present dating plan, inasmuch as the merchant who orders rubber footwear reasonably in advance of requirements, and whose business involves a minimum of expense to the manufacturer, is obliged to pay for his goods one month or more before any of them are sold, while the retailer who delays ordering, who waits until the last minute and buys only for immediate current requirements, who makes it necessary for the manufacturers' representative to call two, three or four times before any order is given, still is granted advance dating and has unfair advantage over the retailer who places his order at the first call. You object to financing the rubber footwear business for an additional month month or two for the retailers whose trade is most valuable to you, but you do not hesitate to finance for practically the entire year the merchant who buys in a manner which entails a maxi- of expense to you. The retailer whose business is obtained by you at a minimum cost—and whose account generally is safest for you—is penalized by the way in which you treat certain of his competitors.

"We do not believe that we are asking anything unreasonable in requesting that the merchants who place their orders early should be treated at least on an equality with those who delay purchasing until the goods actually are required. The members of this Association feel strongly that the present plan involves injustice and we respectfully suggest that the fairest way in which to correct such injustice is to extend the dating for those who place their orders early. We trust that the rubber footwear manufacturers will see their way clear to comply with our request in this matter."

Replying on November 19th, Mr. Hannay stated that he would bring the matter before the next meeting for consideration, and added:—

"In the meantime, I may say that I do not think you are correct when you say that merchants can only obtain discount on rubber footwear by payment a month before the goods are sold. Neither is the statement correct that the retailer who delays placing his orders until the last minute receives as favorable treatment as the one who orders footwear reasonably in advance of requirements."

Have You Joined up Yet?

The National Shoe Retailers' Association is engaged on an active membership campaign. Mr. S. Roy Weaver, the acting secretary, has sent out the following circular:—

"This association exists to promote and protect the legitimate interests of the retail shoe merchants throughout Canada. It is ready and anxious to serve you and other retailers. We believe the association is needed more under present conditions than perhaps ever in the past and that there are opportunities for great usefulness. With a view to the maximum of service, and development of an organization which will have the greatest possible influence in representing the retailers' interests in the many matters which constantly are arising, the Executive Committee recently made certain new arrangements with regard to the secretarial work of the association, which is being extended. Amongst other services, a monthly letter will be issued to all members. The information which will be conveyed to members by this service alone will be worth much more than the membership fee.

As a special inducement for new members, the Executive Committee has authorized us to offer membership to any bona-fide retailer from the present until after the end of the calendar year 1923 at a membership fee of $5. We need you in membership and we believe that you need us."

The address of the association is B 9 Board of Trade Building, Montreal.

The Executive urge those members who are attending the convention in Montreal to bring other retailers with them, thereby making the convention worth while from all points of view.

Retailers are also asked to use the association's emblem so that wide-spread publicity may be given to the organization. The executive have arranged to supply cuts, in two sizes, for letterheads, at $1. for each cut.

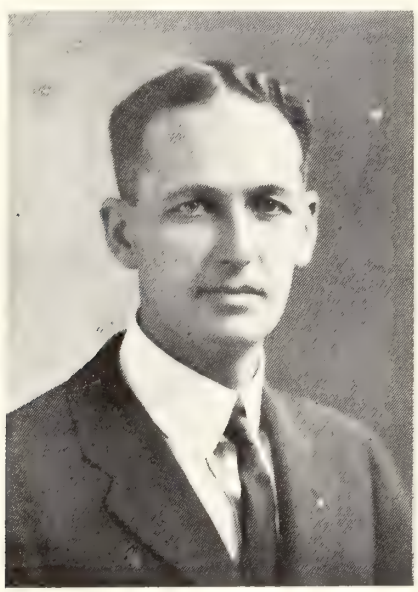
The question of insurance is being followed up.

The executive are seeking to secure relief for shoe retailers from the advance in rates made some time ago. Considerable correspondence has passed between the association and the Canadian Fire Underwriters' Association, and the superintendents at Ottawa and Toronto are looking into the matter at the request of the Retailers' Association.

Natural Tread Shoes, Ltd., Expand

A concern that has been making remarkable strides in the shoe business is Natural Tread Shoes, Ltd., of which Mr. V. E. Taplin, is the head. Mr. Taplin has recently made arrangements to move their Toronto store from 310 Yonge St. to 228 Yonge St., which is the premises formerly occupied by the "Hydro Shop." This is a splendid location and a very spacious and beautiful store. It will be suitably remodelled for shoe merchandising purposes.

Natural Tread Shoes, Ltd., has recently added a sales manager to its staff in the person of Mr. Morton



V. E. Taplin, originator of the Natural Tread Shoe

W. Murdoff, who was formerly the Canadian representative for Queen Quality Shoes for twenty-four years. The policy of the concern has been slightly changed, so that they will be presenting to the retail shoe trade of Canada for the first time in January a complete line of footwear for men, women and children. These will be shown at the shoe fair in Montreal. Style will be followed on only one last which will carry a 12/8 heel.

Hope vs. Evidence

At the grave of the departed the old darky pastor stood, hat in hand. Looking into the abyss he delivered the funeral oration.

"Samuel Johnson," he said sorrowfully, "you is gone. An' we hope you is gone where we 'specks you ain't."

N. S. R. A. Convention, Mount Royal Hotel, Montreal, Jan. 16-17

The Kind Not Made in Heaven

"It's got so these days," complained a young man, "that you can hardly get married unless you can show the girl two licenses."

"Two licenses?" exclaimed the friend.

"Yes—marriage and automobile."

Ladies' Home Journal. —

No Use Talking

The ambitious wife of a millionaire tanner was giving a dinner party, and in the course of the meal she noticed that her husband did not talk to any of their smart guests. After it was over and she had an opportunity she whispered to him angrily, "Why don't you talk?"

"What's the good?" replied the tanner contemptuously. "There ain't one of them as knows a thing about leather."

Sure Sign

Jack—Halloa, Bert, who's the girl?

Bert—What d'you mean?

Jack—Well, you're not wearing a collar like that for fun, are you?

—Tit-Bits

Evaporated

"What's the matter!"

"Why, I sold an article on 'Fresh Milk' and the editor condensed it!"

—Wayside Tales

Fortunate

"There's such a thing as overdoing the 'bright side' business," said Billings. "The other night I was at the Joyces, and Joyce—you know how absent-minded he is—put the lighted end of his cigar in his mouth. He jumped three feet, and was a little noisy for a minute. In the middle of it all Mrs. Joyce smiled blandly and said:

"How fortunate you were, dear, to discover it so soon!"

Trade News Items

J. A. McLaren, of J. A. McLaren & Co., Ltd., Toronto, has just recently returned from a business trip to the Western Coast.

Williams Shoe Store, Montreal, has been registered by Wm. Onesime Pelletier.

Geo. DeVarennes, shoe repairer, Springhill, N. S., has suffered loss by fire.

A-1 Shoe Repairing is the name of a recently registered concern in Montreal.

The assets of the Bootery, Montreal, have been sold.

Canadian Exporters and Importers, dealing in boots and shoes, have assigned.

Footwear Accessories

Hosiery ~ Findings ~ Store Equipment

How Wilkinson, of Windsor, Sells Findings

George R. Wilkinson, Windsor's well-known shoe dealer, uses the slogan, "Wears like a pig's nose," which suggests that he roots for business all over the lot. At any rate he has beat the Chicago packers, for he even makes use of the "squeal." It is only by "squealing" to the prospective customer through the newspapers and in other ways that business can be secured. Mr. Wilkinson spends a big appropriation on advertising—and gets the results. But that hasn't anything to do with our story.

A visit to this establishment proved a revelation to the writer in the way findings can be sold. The stock of shoe laces, polishes, shoe horns, buckles, shoe-trees, etc., is kept just inside the door for the convenience of the public. When it is known that a pair of shoe laces cen be purchased quickly, "just inside the door of the store," without any fussy waiting for change, or other delays, it is only natural that customers prefer to buy there than where the "little" sale is considered as more of a nuisance to the dealer than a convenience to the customer.

The stock occupies very little space, after all. Polishes are housed on shelving attached to the rear of the window's permanent background. Laces and other lines occupy a few square feet of shelving on the north wall immediately at the front of the store. Here also stands a three foot counter show case, which is always trimmed with findings and which also affords space for several novelties in women's shoes, the sale of which is made on the second floor.

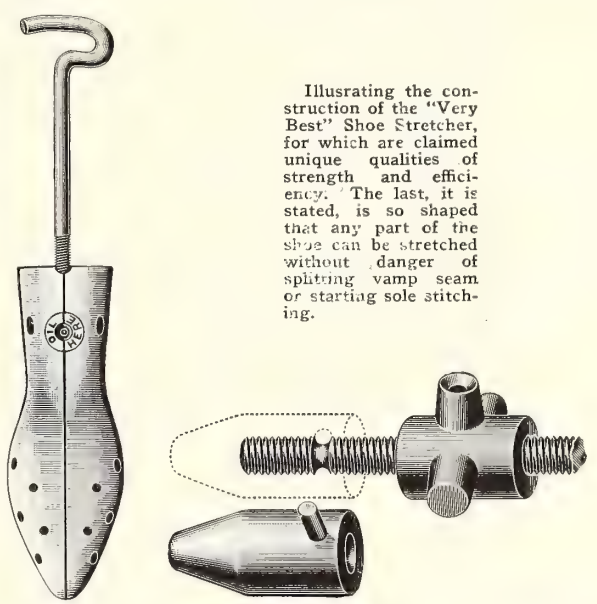
Mr. Wilkinson informs "Footwear" that it is usual for from $5 to $10 a day to pass over this little counter. This is a nice little business in itself—and it makes friends for the store.

While the writer was in the store he had occular demonstration of the rapidity with which these sidelines may be turned, when properly handled in selling "extras," findings, hosiery, and sporting goods. He saw a salesman send a pair of hose with a pair of shoes to the wrapper's counter—the hose were on a shelf convenient to the salesman, and where the customer could see them and be reminded of his wants. Another salesman served several customers for laces and polish at the show case. Mr. Wilkinson demonstrated a preparation for waterproofing shoe soles with satisfactory results. Another salesman sold a pair of arch supports—and this was all within a very few minutes.

Here was the keynote of the whole findings business. First, convenient location of stock, near the door; second, no delays for change when laces and polishes are sold, (a small cash register on the show case answered speedy service); third, alertness to make "extra" sales while customers are in the store—without aggravation to the customer.

It is easy for any merchant to handle the business near the door and quickly, but it is an entirely different thing to have the salesmen introduce other articles not called for when they are buying shoes. Yet, after all, it is only taking advantage of the conversation that takes place between customer and salesman.

If a man buys a pair of working shoes it is an easy matter for the salesman to say, "If you are in the wet very much we have a preparation that can be used on these shoes to make them as nearly waterproof as leather can be made—and it adds to the wear of the shoes as well." If the customer is interested he may be shown the article. If not, he will remember it when he gets his feet wet, and send down in haste for a bottle of the "stuff."



Illusrating the construction of the "Very Best" Shoe Stretcher, for which are claimed unique qualities of strength and efficiency. The last, it is stated, is so shaped that any part of the shoe can be stretched without danger of splitting vamp seam or starting sole stitching.

When a woman buys a pair of pumps or strap slippers—has decided upon their purchase and paid the money into the hands of the salesman—he may show her buckles that will make an additional sale totaling almost as much as that of the shoes—and in some cases more.

These instances illustrating the large number of opportunities for introducing findings could be multiplied indefinitely. The occasion arises with almost every sale of shoes, but, unfortunately, the salesman has not been educated by the merchant to take advantage of them.

There is a fourth necessity to the successful sale of findings, one that Mr. Wilkinson emphasizes very emphatically, and that is "Quality." "It is a waste

of time and a suicidal policy to offer your trade unworthy articles. Price does not cut much figure in selling any article, but the customer wishes to be satisfied that the price is a fair one for the article being offered."

This statement reminds the writer of a personal experience. He wanted a pair of cotton shoe laces, 45 inches long, and of stout proportions. He dropped into a shoe store proprietor he knew very well and made known his want. The merchant produced a pair of laces tied up and banded which looked like the proper thing. There was no length marked upon them, so the writer asked, "Are these 45 inches long?" Receiving an affirmative answer he decided to take them and asked the price. "Slip them in your pocket, for old time's sake," generously responded the merchant. That made the writer feel just a little bit cheap, for he had expected to pay for them. Now, it is said that no one should "look a gift horse in the mouth," but when the laces were run into the eyelets of the shoes it was found that they were a scant 36 inches long and were practically valueless to the owner. Did he go back to that merchant for a longer pair? He did not.

The two methods of handling findings suggest the success and the failure of a findings department. In one store the findings are necessarily of a good quality, and the suitability of each article is tested before it is offered to the public. In the other store, it looks as if the idea is that "anything that will get by" is the right quality.

Findings sold intelligently will make money. Findings given away without intelligence will drive away custom.

Popularity of Silk and Wool Feature of Hosiery Fashion Trend

It is obvious that fashions in hosiery change, but these changes are neither as numerous nor as radical as those in footwear. There is not the wide scope for variation in hosiery as in boots and shoes. The woollen stockings are said to be receding somewhat in favor with the feminine trade, and being replaced by stockings made of wool and silk. For about two years the wool goods have held pride and place for early Spring, Fall and Winter wear. They will always be in demand for sporting purposes, for golfers and those who indulge in walking as a pastime.

The combination of wool and silk may be said to have two good points—it is warm and has the dressy appearance of silk. In other works, such hosiery has the attributes of woollen and silk stockings. It is made in all shades, plain and clocked.

According to Mr. H. W. Austin, manager of the Perrin-Kayser Company, Ltd., Montreal, the combined silk and wool hosiery has been on the market for a long time, but this is the first season that it has come into prominence. One reason, he says, is the change in women's dresses; the longer length and the switching to silks and other fine materials.

For next Spring silk hosiery will be very popular. They have always commanded a big sale, but they promise to reign supreme in hosiery fashions next spring and summer.

Another Proof that Hosiery Department May be Valuable Asset to Suburban Store

As a rule, shoe stores with hosiery departments are located on the principal shopping thoroughfares of the cities and towns. Such a department is generally associated with some of the largest stores sell-shoes of the highest grade, and also with the idea that a hosiery department cannot be profitably run unless the store in situated on, say such a street as St. Catherine St., Montreal, or Yonge St., Toronto.

Consequently a store with a hosiery department in a suburban district is exceptional, although there is, on the surface, no reason why a store of this description should not be able to make a success of selling hosiery. The opportunities are there, although, naturally, the appeal is more restricted than in the main shopping districts.

The experience of Mr. M. Catting, of 85 Notre Dame St., Lachine, P. Q., proves that a satisfactory business in hosiery in a store which is situated in a suburban district is quite possible.

Demand Was Ready-Made

Lachine, a few miles from Montreal, is one of the suburbs which has been built up owing to the establishment of large industrial plants. Its population is mainly of the industrial class mixed with a number of people who go to business in Montreal, but prefer to live outside that city. In the summer the population is increasing owing to the renting of cottages by the lake-side. Naturally, the hosiery department in Mr. Cattings's store is not large, but it forms a subsidiary line which has paid. Mr. Catting was induced to add the department by the fact that lady customers asked for stockings to match certain lines of shoes he sold. He saw at once that there was an opening for these goods, and that their sale would also assist that of his shoes. His experience has shown that this idea was correct. He states that he would have lost sales of shoes had he been unable to supply stockings to match.

Mr. Catting carries three lines of silk and silk and wool hosiery, and stocks a considerable range of these in various colors. The goods are manufactured by the Perrin-Kayser Company, Limited, Montreal. The attention of lady customers is always drawn to the fact that the store carries these lines, and that they are of colors to match the shoes. It is clear that the goods give satisfaction, for Mr. Catting has customers to whom he sells hosiery only, although no doubt some are customers who buy shoes from him on other occasions.

Although no hosiery is shown in the interior of the store, it is very effectively displayed in the two windows, together with a showcard advertising Radium hose. The stockings are draped over stands with shoes to match on the same stands. These displays have proved good sellers of the goods.

Mr. Catting has, of course, to meet competition from the regular dry goods stores, but it is evident that a shoe retailer can secure a portion of the hosiery trade if he will display his goods, which must be of a grade to match the shoes he carries.

Display Case Increases Sale of Findings 100 Per Cent

One would hardly credit the fact that the use of a new display case in place of an old one could possibly increase the sales of findings one hundred per cent. The increase was partly due to the increased efficiency of the display, to the greater attractiveness of the wares displayed in the new surroundings, but mostly to the promise of the salespeople that they would make the case pay for itself.

The shoe dealer was satisfied with the old case, but it hardly harmonized with the surroundings, so the salesmen told the dealer if he would place a newer, modern case in its place they would see that it increased the sales considerably.

The case is six feet long, of heavy plate glass with sloping front and marble base. On the wider space at the bottom, polishes, brushes, foot appliances and the heavier items are displayed. On the shelves the smaller items are carried, the smaller units on the narrowest shelf at the top.

Shoe laces are carried in glass trays that can easily be lifted out of the case when necessary. Buckles are shown on velvet pads, some in single pairs, others several pairs on a pad.

"Immediately after we placed the new case in the store the sales of findings began to jump," confided the merchant. "We keep separate account of the findings sales and this we know for a fact. The case is now selling double the amount the old one did, and we have only had it for a few months. I am thinking of adding a hosiery department, if I do I'll put in a companion case to show the goods. Display's the thing."

Sells $20,000 Hosiery in Shoe store

When a shoe dealer sells as much hosiery as that in a year other shoe merchants want to know about it. Asked how he did it he pointed to the saleslady in charge and said: "Ask her, she does it. I merely pay the bills."

This tribute to Miss Seahl, who had formerly sold jewelry in a department store, but had enormously increased the sales of hosiery since taking charge of it, was well merited.

Footwear asked her, "How do you do it?"

"If I tell you it will sound egotistical, but it is the fact. I am able to do it not only because I know the proper lines to show the customer, but in the first place, the proper lines to buy.

"I familiarize myself with the shoes in stock. If I am to sell hosiery to our customers I must have hosiery that harmonizes with the shoes.

"Second, I familiarize myself with the costumes that are being shown in the women's wear stores. I have to know the latest color and must know the trend towards the popularity of certain colors as soon as possible to guard against mistakes in shades ordered.

"I often am asked to settle a question of shades that match best. If I could not do this the customers would have no confidence in me.

"I have to be resourceful and make the most of my opportunities. Often I can sell several pairs of hose of different colors when I know the color of the gowns the shoes are to be worn with. First, of course, I sell a pair of hose to match the shoes. That is the first principle in selling. Next, I find that it is possible to sell a perfect contrast to the shoe, if the contrast harmonizes well with the gown, so that it will be in good taste. I can sell because I know."

Fifteen Cents or a Dollar-Fifteen?

A Western shoe dealer plays a trick on every customer who drops in to buy polishes, but the best of the trick is that it is a benefit to the customer if it works. A commercial traveller tells how it is done:

"I was waiting to see the Boss, one day, when a business man, I would say, from his dress and demeanor, asked for a box of blacking.

"'Yes, sir, right down this way.'

"The customer was marched over to a small counter show case in which an assortment of shoe polishes were displayed.

"'Is there any particular brand you use?' asked the salesman.

"'That's the kind,' he said pointing it out.

"A shoe brush was lying on the case, as if some other customer had been looking at it. The clerk started off to wrap the box of blacking.

"'Wait a minute,' exclaimed the customer. 'What's this brush worth?'

"The salesman immediately returned. 'That's a dandy brush, finest bristles, soft to the feel, gives a beautiful polish. The dauber is set at the right angle to get the blacking out of the box properly without wasting it. That's a good brush. It's worth a dollar. If you need a brush I can recommend it for wear."

"'A dollar, eh?' and the customer hesitated a moment, the clerk rubbed the bristles through his hand with a loving touch—and that settled it. The customer took the brush.

"'If I had suggested a brush to that customer I would not have sold it, but by putting one where he can't help but handle it, he suggests it to himself,' and he brought out another and laid it on the counter case, ready for another customer."

Shoe Store Specialties Co.

Shoe Store Specialties Co., the new importing and distributing concern which has recently been established, with headquarters at 260 Yonge St., Toronto, is under the management of Mr. E. Poyer, who is also part owner of the concern. Mr. Poyer, for four years before the war, was manager of the Canadian Arrowsmith Co. and is well-known to the trade. The Shoe Store Specialties Co. sell only to the wholesale trade. They have recently added to their lines by taking on the representation of the Larkide Co., leather shoe laces, and Sanderson's Tintine Co.

Edmonton Concern Progresses

Messrs. Mills & Waggette Co., Ltd., shoe findings, etc., who went into business at the beginning of this year in Edmonton, advise us that the volume or their business has exceeded their expectations. The members of this firm were respectively branch managers of the Great West Sadlery Co., and the Adams Harness Manufacturing Company of Edmonton and have had a wide experience in the leather field.

Future Development of Shoe Repairing

Finders Recognize Shoe Repairer as All-Important Factor in Great Industrial Cha

Albert J. Ehlers, president of the National Shoe Finders' Association, speaking before the Tanners' Council of the United States, emphasized the importance of the place held in the industry by the shoe repairer.

"The masses of this country do not deal direct with the tanner or the manufacturer," he said, "they do not come in contact with the jobbers, but they do hold direct dealings with the shoe repairer and therefore our whole industry will be judged (by the people) on the quality and attractiveness of the service which the shoe repairers' unit gives to them. Tanners may make the best leather that can be produced; manufacturers may put out the best machinery ever made; jobbers may stock the finest materials to be had, but if these products are not used by a repairer who is able and willing to combine them with proper skill and give to the people a service that will appeal to them as satisfactory, then our whole industry will prove a failure. This, gentlemen, is a potent fact which we cannot ignore, and the sooner we realize the importance of the repairer, the sooner will our industry take its place among the popular service industries in the United States. Let us once make shoe repair service one that will be sought by the people and we may rest content that we have reached our highest ambition in the leather and findings business. Then will our volume be at the crest; then will our profits be commensurate to the amount of capital and energy invested in this industry. It has been said that the shoe repairer is so important in this industry that upon his success depends the success of the entire industry. This may be looked upon as a rather broad assertion, but, gentlemen, figure it out for yourselves and see if you do not come to a similar conclusion.

"Therefore, assuming that this reasoning is conclusive of actual conditions, it is evident that the first thing to do is to educate the shoe repairer to turn out the best service possible; to clean up his shop so that it will the better attract the public; to send his work back to the customer, looking as near like a new pair of shoes as he can. In fact to so satisfy his customers in workmanship and appearance as to cause them to seek his service under all conditions because of its value and attractiveness to them. This industry cannot become a big or a valuable one in point of service unless we can make our service a popular one. If only the poorer classes use our service because it means economy to them, then our industry will remain small and obscure in the eyes of the people whom we desire to serve. We must make it a service that will appeal to the better classes as well, from the standpoints of health and comfort. Then will our service be used by all the people because it will conserve the health of their bodies, will mean economy to their pocket books, and bring comfort to their tender feet."

Mr. Ehlers goes on to point out that his association has been carrying on an aggressive campaign of education among the shoe repairers, and strongly advocates a campaign of publicity to nationally exploit the benefits to be derived from a high-class, attractive shoe repair service.

"To my mind," he says, "the future of shoe repairing is very bright, provided we can give the people the proper knowledge of the benefits which this service will bring them under all conditions. Once this is done, I look for a volume of business that would perhaps look foolish at this time if placed in figures. We have the materials; we have the machinery; we have the distributing agencies; we have the mechanical skill to give the service, and with proper publicity, I believe we can run the yearly figures up to a billion dollars in the next ten years."

News From Brantford

On Wednesday, November 15th, the Hamilton Shoemakers and Repairers were the guests of honor at a very pleasant social gathering here. During the proceedings of the evening Mr. Thos. Grayson, President of the Hamilton Association, on behalf of those cheery craftsmen, presented Mr. Johnson, President of Brantford and Brant County Association, with a gavel which is very much appreciated by the boys. The evening was enlivened by songs from Miss Rogers, Jas. Adie and Mr. Batstone, Brantford, and Mr. Willman, of Hamilton.

Speeches, full of "pep," were made by Mr. F. H. Revell, past president of the Ontario Federation, Mr. Pettit, President, Ontario Federation, Mr. T. Grayson and others.

The prizes for Progressive Euchre were presented to Mr. J. Roach, Brantford, and Mr. A. R. Wilton, Hamilton.

A very dainty buffet luncheon was served and partaken of—fit for a King's taste. After all had joined hands and sung Auld Lang Syne, the gathering closed just in time to allow the visitors to catch the last car home.

At a recent meeting of the Brantford Association, a grant of $25.00 was donated to the sufferers of the fire-stricken North Country. All the boys repaired, free of charge, many pairs of shoes that were being sent by different citizens. It was decided to maintain present prices, which are considered very fair.

The books, and a substantial surplus of the Ontario Federation, have been received by Walt. Stevens, Secretary-Treasurer. "Now boys" says Walt., "all together. Lets Boost the next Convention to be held here, July 25-26, 1923."

Good Wishes to All This Christmas-Time From Brantford Boys in Prose and Rhyme

Brantford, Nov. 29, 1922.

Editor, Footwear in Canada:

Just a few words of greeting to the shoe repair trade, hoping you will find space to insert in your December "Footwear."

Brantford and Brant County Shoe Repairers' Association wish to extend to all others in the trade the season's greetings and also wish each and every one a Merry Christmas and a prosperous New Year.

(Sgd.) A. Johnson, President. (Sgd.) S. Hall, Secretary.

P.S. One of our members, Mr. W. J. Roach, puts it in rhyme:

"Here's to the good fellows of the wax and thread,
"Sandpaper, ink and heel ball!
"Your brother craftsmen of Brantford and Brant County
"Send hearty greetings to all."

S. Burnett's shop on Yonge St., Toronto, is noteworthy for its clean, attractive and well-arranged window trims

Association Does Not Seek to Lay Undue Emphasis on Price"

Brantford, Nov. 30/22

Editor Footwear in Canada

Upon reading the letter in your last issue from Mr. Jackson, of London, I am very sorry to think that he has misunderstood our letter, printed for the perusual of all the craft. "Price" seems to have been stamped on the gentleman's mind. There was no mention of price made. It was merely a get-together, good-fellowship letter, asking all the craft to unite and uphold each other.

Of course, prices are a very essential point in connection with our trade as well as others. Out worthy brother no doubt has the impression that good prices would be a stumbling block towards getting membership for the Federation; to my mind it would be one of the greatest factors. What do all the other trades' federations do? They all work for the benefit of every member and see that he receives fair money for value given. The repair man has held himself down for many years past to a very small pittance for his labors. Now is the time for every man in the Province to sit up and say "All I want is a fair living profit on my investment and labors." I think if every man would stand by that motto if would eliminate a great many obstacles that lie in our path.

It is not necessary that every man shall charge the same price. Each and every community will have to look out for itself. The Federation would lend their assistance in adjusting any difficulties arising that could not be well looked after locally. We are only young as yet, but the time is coming when we will all have to open our eyes and fall in with the times, or be trodden in the dust, as in former years. Progressiveness! Signs of the Times! Let every one of us heed them, lest we fall in the rear and become lost in the madding throng. Let us all become members of this grand movement. Help to put it over the top. Forget about price—to a certain extent. Think of the better conditions of shops, of extra buying powers, of better hours, of better workmanship and materials, of brotherly love, the goodness of meeting with your fellowman and better times for your families. Take all these, and more, into consideration. Think it over.

This is what the federation is striving to do today and will continue to do so to the best of its ability. But, the co-operation of every shoe repairer in the Province is needed. Don't pass this opportunity up without considering your future. Don't be selfish because you are doing well and are independent. Help the other fellow who has been less fortunate. Let us all be as one; send your ideas to us so that all the craft may gain thereby. Let's all work together and keep building up the Federation to the point where we all should try to place it.

We do not want the boys of the whole Province to think that all we want is price—it's something more than that. But we have to have a fair share of it to keep going and pay our bills. I would like to hear from our London brother personally, and hope he takes no offense from my past remarks. I am pleased to know he reads the trade journals and wish him continued success in his business.

Sincerely yours.

(Sgn.) Walt. Stevens, Secretary-Treasurer,

Ontario Federation of Shoemakers and Repairers.

An Effective Little Advertising Stunt

A. E. White, Tillsonburg, uses a little advertising scheme that is as effective as it is simple. He has a rubber stamp which reads, "If work satisfactory recommend A. E. White, Brock St., Tillsonburg," and this message is stamped on the bottom of every pair of shoes that leaves his shop with new soles. Nothing very complicated or expensive about this, but sounds like something quite liable to get good results.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

V. L. Van Atter of Barrie, Ont., well-known to the boot and shoe trade, having been with Dayfoot of Georgetown for nine years, with the Myles Shoe Co.,—formerly the Minister Myles Shoe Co.,—for two years and with the Underhills Shoe Co., for eleven years, has recently opened a retail shoe store at Barrie, Ont. The store is also equipped with the most modern machinery necessary for first class repair work.

Messrs. McNally & Homes, 631 Second St., Medicine Hat, Alta., are adding a shoe department to their store. This is to be accommodated in the basement, which is being suitably fitted out for this purpose. The firm formerly devoted themselves to men's and boy's clothing and furnishings. They now propose to carry a full line of men's and boys' footyear.

W. McTear (of Phillip Jacobi) has again been nominated to sit on the board of the Commercial Travellers' Association. He will have the support of the salesmen in the shoe trade, who will be anxious to have the trade represented and know that Mr. McTear is well qualified to do so.

The T. Hutchinson Co., Ltd., 623 3rd St., Medicine Hat, Alta., who have been handling saddlery, hockey boots and sporting goods, are adding a new department to their store to carry a full line of men's and boys' footwear.

Mr. Thomas Hutchinson, who has been retired from business this lest seven years and had previously been in the saddlery trade for twenty years in Medicine Hat, has now again joined the T. Hutchinson Co. and is going to take an active part in the business.

Apparently in search of an adventure, like Uncle Wiggily, F. J. Sharpe, Toronto happened an accident instead and has been confined to bed with a few broken boness in his ankle. This will explain to many of his customers who have been expecting to see him why F. J. has not showed up with the new samples of the J. B. Drolet Co. (Quebec). He'll be around in another week or two, however, even is he has to be bedridden to the stores.

E. & D. Shanahan have recently opened a new shoe store in Penetang, Ont., which is noteworthy for its handsome appearance.

George & Shamess have opened a fine corner store in Parry Sound, Ont. The premises are in two sections, one of which is given over to footwear, and the other to dry goods and groceries.

C. E. Hurlbut, of the Hurlbut Co., has recently returned from England where he has been making arrangements for the marketing of Hurlbut welts and Pussyfoots. These will be placed on the English market about the middle of January.

The trade will be glad to know that J. Martin, of Valentine & Martin, Waterloo, is up and around again following his recent serious illness.

The firm of Kilgour & Chambers, retail shoe merchants, Toronto, has dissolved partnership, Mr. Chambers having bought out Mr. Kilgour's interests and taken complete control of the business. Mr. Chambers will carry on under the present firm name for a time, but later intends to change it to "Chambers, Limited," or something similar.

Dack & Sons (Toronto) are opening a branch store in the Mount Royal Hotel Bldg., Montreal.

Kennedy Bros., of Moose Jaw, Sask., carry a wholesale stock of footwear and men's staple furnishings. Mr. J. Kennedy reports that business has been steadily increasing, and that particularly during this last fall the merchants in the district have shown their appreciation of the service made available to them by having a wholesaler in their midst. Conditions in the surrounding district, he states, have generally improved, with collections good. Merchants are buying oftener and have not the same tendency to load up.

J. A. Frigon has removed his shoe business from 685 Ontario St., East, to a new and up-to-date store at 1632 Notre Dame St., West, Montreal, and added a lot of new lines.

P. Moise, 2433 Notre Dame St., West, Montreal, states that he finds it particularly profitable to cater to the comfort of his clients' feet, as well as their desire for style. He employs a graduate practipedist, C. E. Simard. Mr. Moise establishment is known as "Retail Shoes."

C. L. Hauthaway & Sons, of Boston, manufacturers of shoe blackings, etc., have established a branch in Montreal.

The Daly Co., Limited, 194 Sparks Street, Ottawa, Ont., have just opened a shoe department in connection with their other large business, with a complete line of men's, ladies', misses' and childrens' shoes. Mr. Hugh Hennessey is manager.

Messrs. E. I. Bolton and V. D. Beardsall, well known to the boot and shoe trade, have recently opened a very nice retail shoe store at Barrie, Ont. known as the B. B. Shoe Store. They carry a full line of everything in footwear.

London Ont., Notes

The principle results of the long spell of fine weather has been to swamp local factories with orders, all wanted immediately. The orders are being filled as quickly as possible but in the meantime the situation will delay work on spring orders of which a large number have been booked. Local firms without exception report that business has been very satisfactory. As far as prices are concerned they say that quotations are bound to be firm owing to advances which have been made in raw materials. There has been no reduction in wages.

Trade which had been dragging for retailers as a result of the fine weather picked up with a zip that is most satisfactory, since the snow came and there has been a big turnover in all seasonable lines .

"Our figures show that it is seven years since we had such brisk business as we have handled this year" said Hugh Murray of the Johnston Murray Shoe store in discussing the outlook with "Footwear In Canada."

People he stated have been buying well and the firm's turnover has been very satisfactory.

The firm is moving to a new location at 178 Dundas St. It is one of the finest in the city, right in the heart of the business district and Mr. Murray states that no expense will be spared in fixtures and equipment.

"We plan to have one of the verp finest and most up-to-date stores in Ontario,'" he said. "There will be complete new fixtures and equipment right up to the minute and both men's and women's departments. We plan to be open for business in the new store by January 1."

Scott-McHale is running at the present time with 150

hands and it was stated that orders which are coming in steadily and inquiries which are being received indicate that there will be no let up in operations.

The general situation according to reports received by the firm from its travellers indicate that retailers are away from hand to mouth buying and are placing really substantial orders. Reports of this nature come from all parts of the Dominion and the management believes that there is nothing but good business ahead for 1923.

Changing Location

Another change of interest in the down town district is the removal of Everybodys' Shoe Store, from 115 Dundas St., to premises immediately across the street at No. 120.

A. S. Miller, who for 15 years was with Karn Shoe Company here, has purchased the business of James Barter and stated that he will be open for business in his new store in a few weeks. The location is an excellent one in close proximity to the market.

Local merchants have been boosting business by some very fine window displays backed up by peppy advertising and they freely admit that this has been a factor in helping them to maintain their volume of turnover despite the handicap of mild weather.

Mr. A. W. Puncher, who has been connected with the Lang Tanning Co., for several years and previous to that had been with the Breithaupt Leather Co., has now joined forces with Mr. Fred Dufton, leather merchant, of Kitchener.

Attractive Windows

The Cook Shoe Company, Hubert Ashplant & Sons, the Agnew Shoe store, Casselmann Bros., and Rowland Hill in the downtown section all had well arranged window displays featuring seasonable offerings.

Firms handling travelling goods report an active trade in all lines many articles having been purchased for gift purposes. Aside from this there has been a great deal of travelling done in this district and a steady demand for leather baggage.

In the recent nominations for civic elections Frank S. Ashplant was among the list for school trustee. It was generally conceded that he would have made a good one and his election was sure but pressure of business prevented his considering municipal honors..

News from Western Ontario

D. Geddes, of Londesboro, Ont., has purchased the business of W. Munroe at Belgrave, Ont.

J. C. Reid has purchased the interests of H. Edighoffer & Son in the firm of Reid , Edighoffer & Son, Dashwood, Ont., and has formed a new partnership which includes Edward Beaver, for several years with Preeters Department Store at Zurich, Ont.

Clifford Trelford, of Paisley,Ont., for several years with S. F. Ballachy, is moving to Underwood where he has secured an interest in the firm of Stockfish and Shouldice, the latter retiring to take a position as traveller with a Toronto firm.

Brown and Hartwick, of Dresden, Ont., have purchased the business at Florence, Ont., of W. P. McCrary and took possession December 1.

The Overall Tire Co., of Toronto, is negotiating with the council at Amherstburg for the purchase of factory building in which it is planned to manufacture rubber heels for shoes and a patent non-skid sleeve for auto tires.

R. T. Gilpin, aged 91, for half a century one of the best known merchants of St. Marys and district died at his home in St. Marys on November 16. He took a very active part in public affairs for over thirty years. After coming to Canada from Ireland, Mr. Gilpin resided for a time in Brantford, later going to St. Marys where he engaged in business for himself.

James Rouse, of Miller Lake, is opening a store shortly at Stokes Bay.

Doings of the Trade in Chatham, Ont.

Business during the fall has been spotty. The fine weather which has generally prevailed throughout October and early November has retarded business to a large extent. Some shoe dealers report business for October as less than that of October one year ago. When a rain did come and they were exceedingly light ones, business brightened up and only the sunshine dampened it. As one merchant said, "The appearance of the old shoe customers cast off when they buy new ones show plainly that the public is taking advantage of the continued fine weather."

In women's shoes the style most popular is the oxford, although strap effects are selling in satisfactory numbers. Colonials are not as popular here as in some other localities. In men's lines the high boot is the favorite, blacks selling in greater numbers than brown.

Footwear Accessories Moving

The sale of accessories in shoe stores is gradually increasing. Those stores making the effort find it profitable to handle additional lines, even though they be small in individual units. The Scholl Demonstration Week, Oct. 28—Nov. 4, offered those footwear dealers who handle this line opportunity to make extra sales. Large amounts of special advertising helps were distributed and sales resulted from this and the special window displays made by dealers. Those of Alex. Hall and Son and H. G. Hodges, each occupying an entire window, were particularly attractive in arrangement.

Buckles are another accessory that is providing a profit for merchants handling them efficiently. George Cowan reports a large business this fall in buckles, especially those in button form to be worn with strap slippers. Customers who purchase footwear which may be enhanced in appearance by the use of buckles are shown by actual demonstration how much more attractive the shoes will be with the buckles—and another sale is recorded.

Thanksgiving Window Displays

George Cowan's permanent background of ivory and gold has a number of oval openings which are backed from time to time with different materials and in different color

schemes. Early in November these oval panels were filled with garnet hued crepe paper. The floor of the window is of white tiling. One feature of the decorative fixtures was the use of rolls and boxes as stands. Rolls about fifteen inches in diameter and two feet long were covered with white crepe paper. A strip of garnet crepe paper was then rolled around this and allowed to drape over a portion of the floor of the window. The boxes were similarly covered and the ends draped on the floor. On the garnet drapes a few gilt sprays of dried weeds were placed. Besides the shoes displayed on the floor and on stands a pair was shown on each of the rolls and boxes. The setting was simple in the extreme but very attractive.

J. L. Campbell uses a set of screen panels in each of his handsome windows. These are of various heights and are interchangeable, making it possible to show many different combinations with the use of the one set of panels. The panels are changed frequently. Those seen by the scribe were in mauve and fawn, a modern poster art landscape scene the motif. Wicker vases containing appropriate fall flowers were used in connection with the panels.

The windows of the J. F. O'Neill Shoe Co., were appropriately decorated with sheaves of wheat, oats and rye, which were arranged with fall foliage over the back of the window and around the edges of the floor, which was covered with orange and black.

Fred M. Cowan, who was manager of the business of the J. F. O'Neill Shoe Co., has resigned and W. J. Mitchell, lately with H. R. Pollack, Toronto, but formerly with the Emerson Shoe Co., Detroit, Mich., has taken his place.

Trade Topics in the Maritimes

The New York Shoe Store, Main St., St. John, has recently undergone a change in management, the partnership hitherto existing between Messrs. Elman and Vanger being dissolved by mutual consent. Mr. Vanger sold out his interest to Mr. Elman who will continue the business at the same stand and under the same name.

Messrs. L. Higgins & Co., of Moncton, who until quite recently conducted a branch store at New Glasgow, N. S., have sold out this New Glasgow branch to the former manager of the branch, Mr. H. H. Hickman, who will continue the business in the same stand but under his own name.

Messrs. Waterbury & Rising, who have conducted both a wholesale and retail shoe business in St. John, are giving up the jobbing business in the very near future. This firm has been conducting this business for some fifteen years, and the announcement that they were retiring from the jobbing business came as somewhat of a shock to the trade, as they have always been considered one of the most aggressive jobbing houses in Eastern Canada. Mr. E. L. Rising, the senior partner of the firm has not been enjoying the best of health for some considerable time and it is thought that it is partially due to this that he is retiring from this field, leaving the retail business to be operated by his sons, Mr. Harold and William Rising respectively.

For Sale

Canadian patent rights of Counterbalance Rubber Heel positively the most logical heel invented by a shoemaker of 25 years experience. Full particulars and samples upon request. Counterbalance Rubber Heel Co., 53 East Avenue, Elyria, Ohio, U.S.A. 12-1

Wanted

Traveller for Eastern Townships, Province of Quebec. Apply stating experience, to Amherst Boot & Shoe Co. Ltd., Amherst, N.S. 12

Experienced shoe traveller, wants line for Western provinces, or any part thereof, commission basis, with drawing account, good references. Apply Box 55, Footwear in Canada, Toronto. 12

Wanted—Salesmen —with following in Maritime, Quebec, outside of Montreal, and Western Canada, to carry side-line of high-grade findings on liberal commission basis. Excellent opportunity for hustlers. Give references and state what territory covered in first letter. Canadian Shoes-Findings-Novelty Co., No. 2 Trinity Square, Toronto. 12

Shoe Salesman

Experienced salesman to sell popular priced factory—in stock—line of Women's Satin and Canvas shoes—the fastest selling novelty line.

Address Box 777,
Haverhill, Mass., U.S.A.
12

Christmas
1922

Greetings
1923

What Will Be Your Policy in 1923 ?

Lessons learned during the past year will prove valuable to us all. The necessity of more complete service was never more evident. Your business can be increased by supplementing your shoe service with an attractive hosiery department.

"MARVEL" Pyramid Heel HOSIERY

This famous line of hosiery will add distinction to your store, bring to you the best class of trade and increase your profits appreciably.

"Marvel" Pyramid Heel Hosiery is the choice of discriminating women everywhere and comes in a range that will satisfy all.

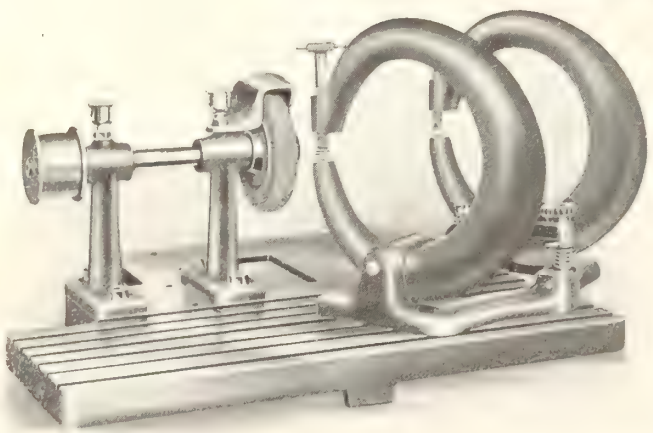
Get our prices.

Perrin-Kayser Company, Ltd.
Sommer Bldg.
Montreal, P. Q.

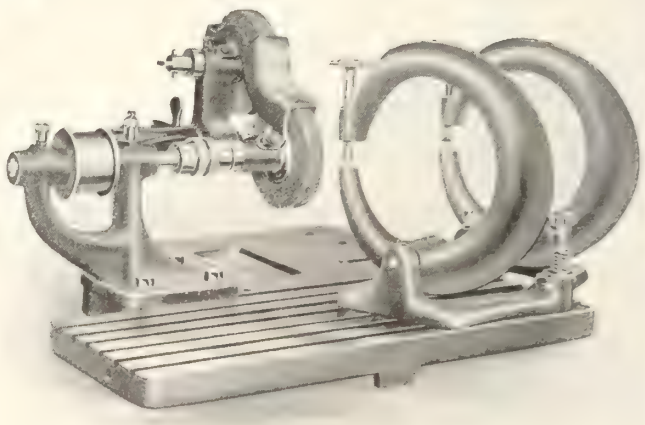
THERE IS NO DULL SEASON

In Shoe Repairing
When The Equipment Includes a

USMC



Model A



Model B

SKATE SHARPENING MACHINE

EARN EXTRA PROFITS
DURING THE WINTER MONTHS
With One or More of These Famous Sharpeners

"They Hollow Grind Perfectly"

SIMPLE TO INSTALL═══════EASY TO USE

Will Operate on any Shoe Repairing Outfit—or Separately

Bring in New Customers Just When They Are Needed Most

Send in Your Order NOW to Assure Early Delivery

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

Main Office and Factory

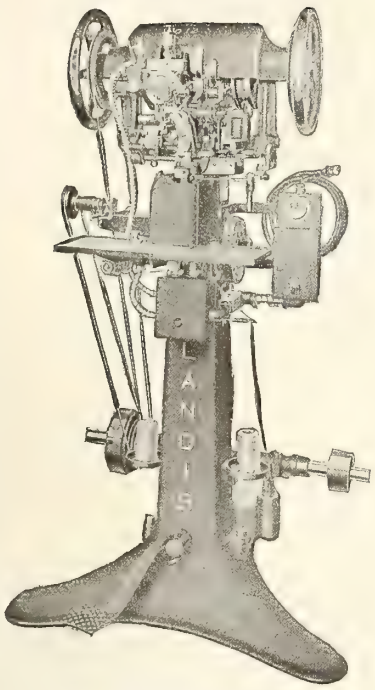
MONTREAL

TORONTO
90 Adelaide Street W.

KITCHENER
46 Foundry Street S.

QUEBEC
28 Demers Street

LANDIS NO. 12



Model D

Own Your Own

Landis Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative
ROBERT J. VAN STONE
167 John St. S. Hamilton, Ont., Canada

Special inducements to immediate buyers.

Write for particulars.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

Believable—Yes!

"Our little advertisement in "FOOTWEAR" for ..... has received a number of responses and from some very high class concerns, giving strong evidence of the popularity of your publication."*

..... Shoe Manufacturing Co.

*Name on request.

CUTTING DIES THAT COMBINE Extreme Accuracy WITH Utmost Durability

On behalf of our Management and Staff may we extend to you our

Hearty Christmas Greetings

with the wish that the

New Year

may bring you Peace and Plenty

HEAVY WEIGHT AND DEPENDABLE

A Complete Line Made in Canada's Largest Die Shop

Send for Our Illustrated Cutting Die Booklet

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

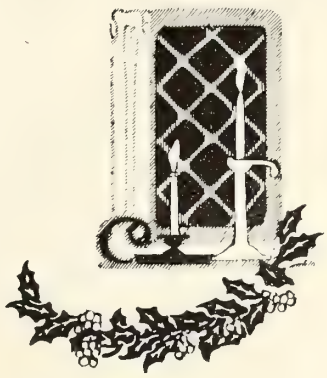
Main Office and Factory

MONTREAL

TORONTO
90 Adelaide Street W.

KITCHENER
46 Foundry Street S.

QUEBEC
28 Demers Street



—The Season's Greetings

WISHING you the Compliments of the Season and may the New Year bring you Prosperity and Happiness.

Myles

Shoe Company
Limited TORONTO

97%

of Footwear and allied lines are sold on the recommendation of the Retail Merchant

In the eyes of the Consumer he is responsible

"LINCRAFT"

Wrapping Paper for the Shoe Trade

"Lincraft" combines great strength and light weight, economy and good appearance. The color is pleasing and distinctive. It may obtained in sheets or rolls and in all sizes. See your jobber. If he does not carry it, write us direct, and we will ship immediately.

Ask for it by name

LINCOLN MILLS LIMITED

Merritton, Ontario

Toronto Office: 43 King St. West

"Footgloves" for Canadian Trade

BRITISH-MADE footwear has a sterling reputation for thorough, conscientious workmanship and maximum wearing qualities.

"Footgloves", made in one of England's finest factories devoted exclusively to the production of high class women's footwear, has no peer in this respect.

Among English retailers they are known for the easy manner in which they sell and the good friendship they create. Believing "Footgloves" can do the same for merchants in the Dominion we are now ready to supply your requirements in any quantity.

John Scott & Co. (STAFFORD) Ltd.
Footglove Factory
Stafford
ENGLAND

1st
in the
Footwear Field

1st—in Circulation

(57 per cent. more net paid circulation. 67 per cent. more paid circulation among retail shoe dealers and repair shops. 376 per cent. more paid circulation among shoe manufacturers, wholesalers, tanners, etc., than any other shoe paper in Canada.)
—Audit Bureau of Circulation

1st—in Advertising Volume

1st—in Variety of Products Advertised

1st—in Reader Interest

Lowest—Advertising Rate Per Interested Reader

NOTE—Above statements are facts unadorned. These facts are interesting and of vital importance to every manufacturer with a sales message for the entire shoe trade. Write us for the proof of each of these statements.

Footwear in Canada

The National Magazine of the Shoe Trade

INTERNATIONAL SUPPLY CO. · MONTREAL · KITCHENER · QUEBEC · SERVES YOU RIGHT

The year 1922 has been the biggest year in our history. With improved conditions in the Shoe trade we look forward to even bigger things for 1923.

We thank all our good friends in the Trade for their loyal support and assure them we will continue to render the Intelligent Service which has built up our business.

To The Canadian Shoe Manufacturers, Shoe Superintendents & Foremen's Association and The Leather and Allied Trades we extend Our Hearty Good Wishes for

A Merry Christmas
and
A Happy and Prosperous New Year

INTERNATIONAL SUPPLY CO.
Main Office
154 Notre Dame St., W., Montreal
BRANCHES:
37 Foundry St., W. KITCHENER, ONT.
566 St. Valier St. QUEBEC

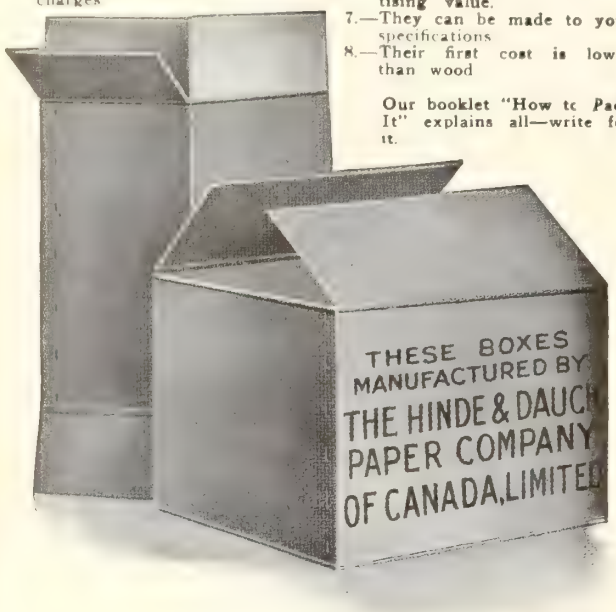
Established 1915

We Can Save Money for You on Your Shipping & Packing

H & D Solid Fibre Board Boxes

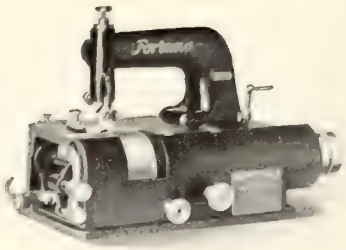
1.—They protect your shipment against loss from dampness and water.
2.—They are extremely light, which means low freight charges.
3.—They cannot be opened without breaking the seal.
4.—They save time in packing.
5.—They save storage space.
6.—They have strong advertising value.
7.—They can be made to your specifications.
8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co. of Canada Limited
TORONTO ONTARIO

Fortuna
Skiving Machine



For Manufacturers who Skive Leather, Felt, Cork, Rubber or Paper

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.
147-153 Waverly Place - NEW YORK

A glance will tell you all you need to know

Honest value was never more evident than in the **"Peterboro"** Shoe. Quality of material has been combined with careful workmanship to produce a shoe that will give the utmost in long service and foot comfort. The way it will stand up under the hardest kind of wear will make many friends for your store.

B. F. Ackerman, Son & Co., Limited
PETERBORO, ONTARIO

The Best and Most Durable Shoe Laces Are Made With Our

Power Shoe Lace Tipping Machines

Textile and Special Machinery
Harris-Corliss Steam Engines

Eastern Representative for
WORM GEARS AND WORM GEAR REDUCTION UNITS

The Franklin Machine Company
Engineers Founders Machinists
189 Charles Street, Providence, R.I.

Make Your Show Windows Pay Your Rent

A Chest Full of Interchangeable

Window Display Fixtures

For Displaying All Kinds of Merchandise
That Will Give 10 Years Service at Little Cost.
Enough Good Oak Fixtures to Fill Your Windows.

Ask for Catalog.

Shipped Thru Jobber or Direct from Hamilton, Patented and Made in Canada

The Oscar Onken Co. 5951 4th St. **Cincinnati, O.**

GAITERS

We specialize in the manufacture of—

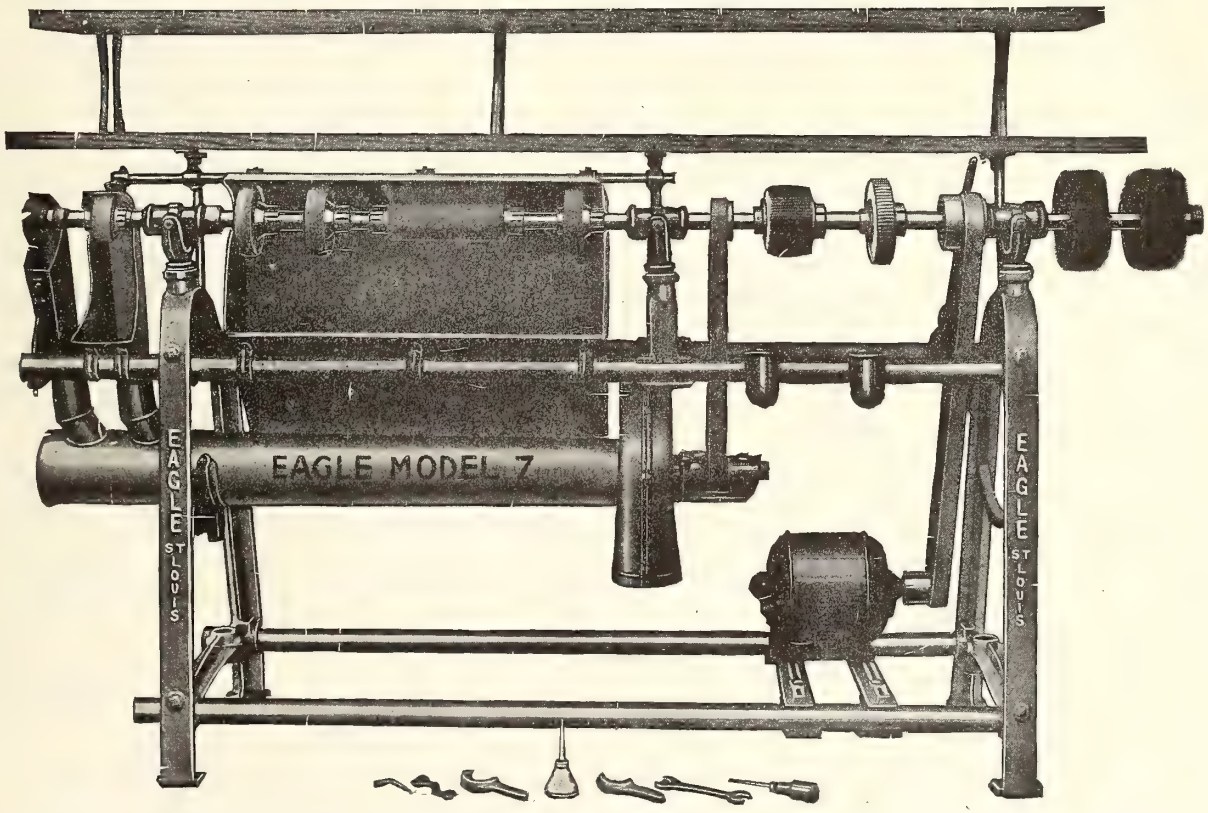
"The Better Gaiter"

In felt and broad cloth

Our prices are adjusted to meet replacement values, and we have produced a better gaiter at a lower price.

American Gaiter Mfg. Co., Ltd.
2168 St. Lawrence Main. Montreal

Better Work and More Business when your shop is equipped with "Eagle" Machinery



The model 7 Eagle Finisher shown above represents the very last word in this type of shoe repairing equipment. Not only does it ensure better work and more business, but by reason of the system of belt shifting, your power is reduced 50% as the finishing shaft is stationary when sanding shaft is in operation, and vice versa. Equipped with double shelf and can be had in either Tight-Loose Pulley or clutch style.

Dimensions: Length 7 feet 2 inches. Width 24 inches. Weight crated, 575 pounds.

Write us today for prices and full information concerning this or any of our machines—Combination Heel Remover and Nail Cutter, Combination Sole Cutter and Skiver, Heel Reducer, Wide Blade Skiver, Sole Cutter, Large and Small Jacks, etc.

Choice of all best makes of electric motors, supplied with this machine.

Levine Leather Company Limited

475 Queen St., W., Toronto, Canada

Representing Eagle Machine Co., St. Louis, Mo.

GUESS

Why tanners of smooth, white leathers recommend Cinderella White Kid Polish and Cleaner to the shoe manufacturers to whom they sell their leathers.

THEN

Guess why over 100 slipper manufacturers mail-order Cinderella Silver Slipper Cleaner.

Cinderella Polishes are put up in packages for household use.

Produced by

EVERETT & BARRON CO.
Amherst, N.S.

Makers of highest quality footwear finishes

DO NOT DELAY ANY LONGER

Ask us for prices on Snow-Shoes Indian Slippers, Burnt and Hand-Painted Leather Goods, Boudoir Slippers, Moose, Elk, Cowhide, Buckskin and Horse-Hide Moccasins.

You surely won't be disappointed, as we have what you have been looking for and at prices to meet any competition.

These goods are genuine Indian Made, by Manufacturers of Huron Descent. As for the firm itself, enough will be to tell you that the sons are following the fathers' footsteps, established in 1878, and still going strong.

It Will Pay You to Investigate

BASTIEN BROS.

INDIAN LORETTE, QUE.

SALES OFFICES:
Ross & Shaw, 9 Wellington East, Toronto, Ont.
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SHOE SHANKS

ALL STEEL
LEATHER BOARD
TURN SHANKS

Leather Board and Steel
Leather Board and wood
McKays and Welts

MADE IN CANADA

The H. W. Steel Shank & Specialty Company Limited
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TANNERS OF

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FOR

Shoes, Gloves, Saddlery
Upholstering
Bags and Suit Cases
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Fancy and Novelty Goods
Skivers
Embossed Leathers
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27 Front E. Toronto

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Woodbridge, Ont.

Quebec and Maritime Provinces Represented by
JOHN McENTYRE LTD. 28 St. Alexander St. MONTREAL, QUE.

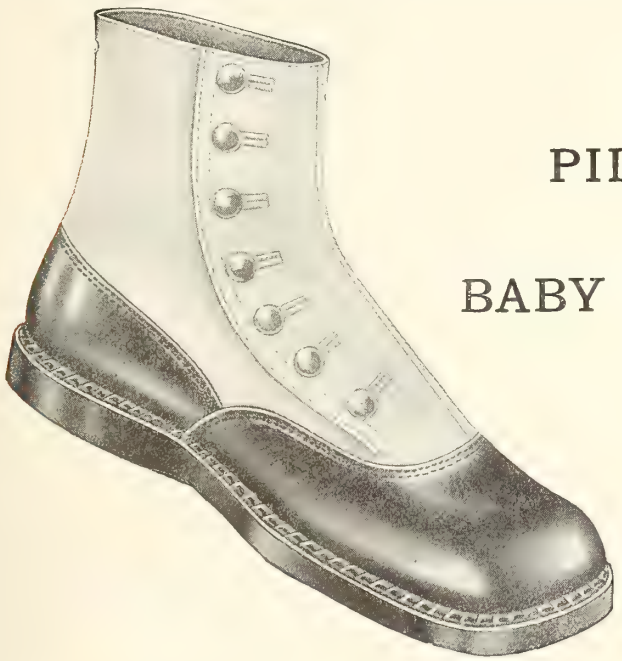
FRED DUFTON
Ontario Representative, KITCHENER, ONT

Best Wishes to the Trade

We wish to extend to the trade our sincere wishes for a full measure of happiness and prosperity.

The Pillow Welt Insole

PROVIDES for the natural growth of the foot and at the same time gives great comfort. The only genuine Goodyear Welt Shoes made with the Pillow Welt Insole are



GLOBE
PILLOW WELT
and
BABY PILLOW WELT
SHOES

Increase the sales of your Juvenile Department by featuring these long-wearing, neat appearing shoes.

See our samples.

Globe Shoe Limited, Terrebonne, Que.

Montreal Office: J. A. BLUTEAU, Representative
11a St. James Street

Carried in stock by Alfred Lambert, Inc., Montreal

Where Patent is Concerned

—You cannot follow too closely the "Quality First" Policy

PATENT "almost good enough," is like an egg "almost fresh enough."

Patent that cracks, peels or becomes lifeles will lose as many customers as a good patent will gain.

When you specify A.R.C. Brand you eliminate all speculation because this patent has **proved** itself beyond all doubt.

Whether you have a reputation to make or maintain you need the best patent money can buy.

Ask for samples.

Mfd. by A. R. Clarke & Co. Limited

Montreal Toronto Quebec

CLARKE'S

ARC BRAND